

Audio Only: dial Phone Conference Line: (509) 598-2842
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Due to multiple respiratory illnesses, Jefferson Healthcare is still highly encouraging the practice of infection protocols. You may attend this meeting virtually by accessing the information below or in person in the Sheridan Conference Room at 915 Sheridan Street. Limited seating is available.

Time:	WELCOME	Who:
2:00pm	<p>Call to Order The meeting was called to order at 2:00pm by Board Chair Buhler Rienstra. Commissioners in attendance included Commissioners McComas, Koff, Dressler and Ready. Also, in attendance were Mike Glenn, CEO; Tyler Freeman, CFO; Jake Davidson, COO; Brandie Manuel, CPSQO; Tina Toner, CNO; Dunia Faulx, CPAO; and Shannon Groff, Executive Assistant.</p> <p>This meeting was officially audio-recorded by Jefferson Healthcare.</p>	Commissioner Buhler Rienstra
	<p>Approve Agenda Commissioner McComas made a motion to approve the agenda. Commissioner Dressler seconded. Action: Motion passed unanimously.</p>	Board of Commissioners
	FOCUS REPORT	
2:00pm	<p>Annual Hospice Report & QAPI Plan David Hunsley provided his annual Hospice Report and Quarterly QAPI Plan. It included an overview of Home Health and our ACHC, who is our accrediting body. We reviewed the 2024 accomplishments, their 2024 census from January 2024 to October 2024. The strengths that the Home Health team has as a whole and individually to provide exceptional care to our patients and community. We reviewed the NRC Health HHCAHPS survey results and did a comparison from Q4 2023, Q1 2024, Q2 2024 and Q3 2024. We reviewed the weaknesses that the team has overcome, the opportunities within the department, and David shared a photo of their Employee Picnic that happened in September.</p>	David Hunsley, Director of Home Health, Hospice & Palliative Care
2:30pm	<p>Patient Story Tina Toner, CNO presented her October patient story, which was a letter that recognized our Infusion Center. A patient wrote a letter to the team explaining that they are thankful for the life that they had. This patient has since passed away but left such an impact on the team.</p>	Tina Toner, Chief Nursing Officer

	PUBLIC COMMENT	
2:45pm	Public comments are welcome orally, with a 3-minute limit, or may be submitted via email at commissioners@jeffersonhealthcare.org , or written and addressed to Commissioners at 834 Sheridan Street, Port Townsend, WA 98368. Written submissions must be received by 5:00pm the day prior to the meeting. There was no public comment made.	
	CONSENT AGENDA	
2:55pm	Minutes: Action Requested <ul style="list-style-type: none"> September 25, 2024 Regular Session October 16, 2024 Special Session 	Board of Commissioners
3:00pm	Required Approvals: Action Requested <ul style="list-style-type: none"> Resolution 2024-23 Canceled Warrants Resolution 2024-24 Tort Claim September Warrants and Adjustments Medical Staff Credentials / Appointments / Reappointments <p>Commissioner Ready made a motion to approve the Required Approvals. Commissioner Kolff seconded. Action: Motion passed unanimously.</p>	Board of Commissioners
	BUDGET HEARING	
3:05pm	<ul style="list-style-type: none"> 2025 Operations Budget Summary 2025 Capital Budget Summary <p>Board Chair Buhler Rienstra opened the 2024 Budget Hearing for the 2025 budget. Tyler Freeman, CFO, presented the 2025 Operations and Capital Budget. Discussion ensued.</p> <ul style="list-style-type: none"> Public Comment <p>There was no public comment made.</p> <ul style="list-style-type: none"> Commission Discussion <p>Discussion ensued.</p>	Tyler Freeman, Chief Financial Officer
3:35pm	Adopt Resolutions: Action Requested <ul style="list-style-type: none"> Resolution 2024-25 With/Without Property Tax Increase <p>Commissioner McComas made a motion to approve With Property Tax Increase. Commissioner Kolff seconded. Discussion ensued. Action: Motion passed unanimously.</p>	Board of Commissioners

	<ul style="list-style-type: none"> Resolution 2024-26 Fiscal Year 2025 Budget <p>Commissioner Kolff made a motion to approve resolution 2024-26 Fiscal Year 2025 Budget. Commissioner Dressler seconded. Discussion ensued.</p> <p>Action: Motion passed unanimously.</p> <p>Chair Buhler Rienstra closed the 2024 Budget Hearing for the 2025 budget.</p>	
3:50pm	<p>Break</p> <p>Commissioners recessed for break at 3:12pm</p> <p>Commissioners reconvened from break at 3:30pm</p>	
	STANDING REPORTS	
4:05pm	<ul style="list-style-type: none"> Quality Report <p>Brandie Manuel, Chief Patient Safety and Quality Officer presented the October Quality Report, which highlighted our Patient Flow Committee. We reviewed the ED Throughput Measures (average times), our timeline from start to finish, the process from a high level, the ED Throughput Measures from last year (2023) to current, in the words of our patients related to Ambulatory Care, and the Patient Safety & Quality Projects and Focus Areas.</p>	Brandie Manuel, Chief Patient Safety & Quality Officer
4:20pm	<ul style="list-style-type: none"> Financial Report <p>Tyler Freeman, Chief Financial Officer, presented the September Financial Report, which included operating statistics, an income statement summary, cash and accounts receivable, and a preview of October 2024. Discussion ensued.</p>	Tyler Freeman, Chief Financial Officer
4:35pm	<ul style="list-style-type: none"> Construction Report <p>Jake Davidson, Chief Operating Officer provided a project update, which included a photo collage from the last few days. The vault structure/cement pour is now completed! All sides of the walls are tested for pressure before they are tilted up. Jake gave an overview of the construction timeline and budget, our milestone timeline/dates, parking disruption updates and dates, as well as a map of the new building. Discussion ensued.</p>	Jake Davidson, Chief Operating Officer
4:50pm	<ul style="list-style-type: none"> Administrative Report <p>Mike Glenn, Chief Executive Officer, and Dunia Faulx, Chief Planning and Advocacy Officer, presented the October Administrative report, which included a Jefferson Affordable Care, a State Advocacy update highlighting our Dental Clinic, a Federal Advocacy update, and upcoming events around the organization and community. Discussion ensued.</p>	Mike Glenn, Chief Executive Officer

	BOARD BUSINESS	
5:10pm	<ul style="list-style-type: none"> Organizational Chart <p>Commissioners evaluated the org chart. Discussion ensued.</p>	Mike Glenn, Chief Executive Officer
5:15pm	<ul style="list-style-type: none"> Appoint Independent Auditor <p>Commissioner Ready made a motion to continue with DZA as the independent auditor and allow them to conduct the annual financial audit for the Board. Commissioner McComas seconded. Action: Motion passed unanimously.</p>	Board of Commissioners
5:20pm	<ul style="list-style-type: none"> Board Report <p>Commissioner Kolff gave a Board of Health Report: The Jefferson County Department of Health is recruiting for a public health “user” to serve on the Board of Health and the Board of Health continues to do great work in the community.</p> <p>Commissioner McComas discussed the Jefferson Healthcare Foundation. He discussed his personal advantages of having Radiation Oncology services added to Jefferson Healthcare.</p>	Board of Commissioners
5:25pm	<ul style="list-style-type: none"> Agenda Evaluation <p>Commissioners evaluated the agenda. Discussion ensued.</p>	Board of Commissioners
5:30pm	<ul style="list-style-type: none"> Meeting Evaluation <p>Commissioners evaluated the meeting. Discussion ensued.</p>	Board of Commissioners
5:40pm	CONCLUDE	
	<p>Commissioner Dressler made a motion to conclude the meeting. Commissioner McComas seconded. Action: Motion passed unanimously.</p> <p>Meeting concluded at 5:24pm</p> <p>Approved by the Commission: Chair of Commission: Jill Buhler Rienstra <i>Microsoft Teams Meeting</i></p> <hr/> <p>Secretary of Commission: Marie Dressler <i>Microsoft Teams Meeting</i></p>	

This Regular Session will be officially recorded. The times shown on the agenda are estimates only.

Jefferson Home Health, Hospice, and Palliative Care

2024 ANNUAL REPORT TO JEFFERSON COUNTY COMMISSION
PRESENTED BY DAVID L. HUNSLEY, DIRECTOR HHHPC



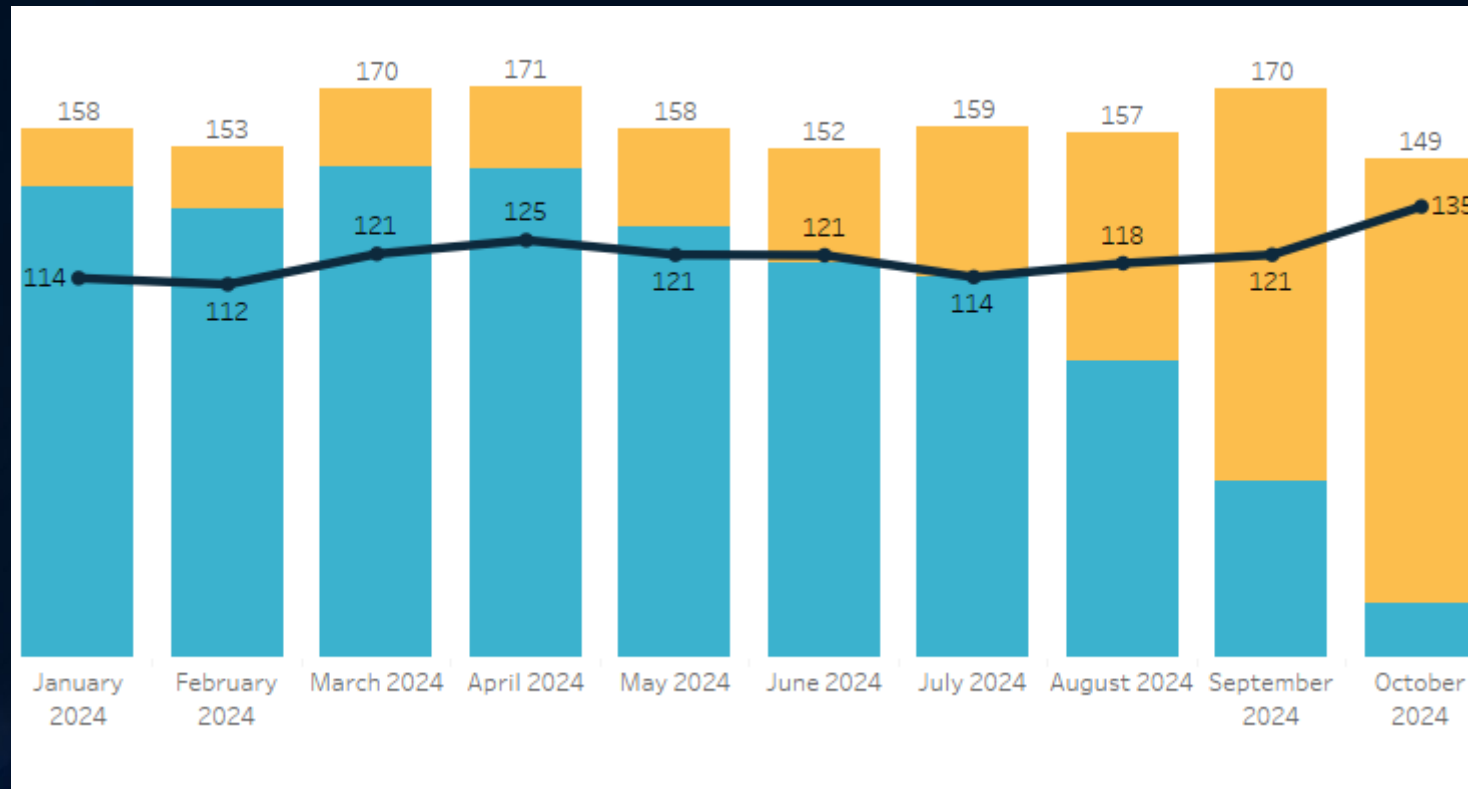
Home Health



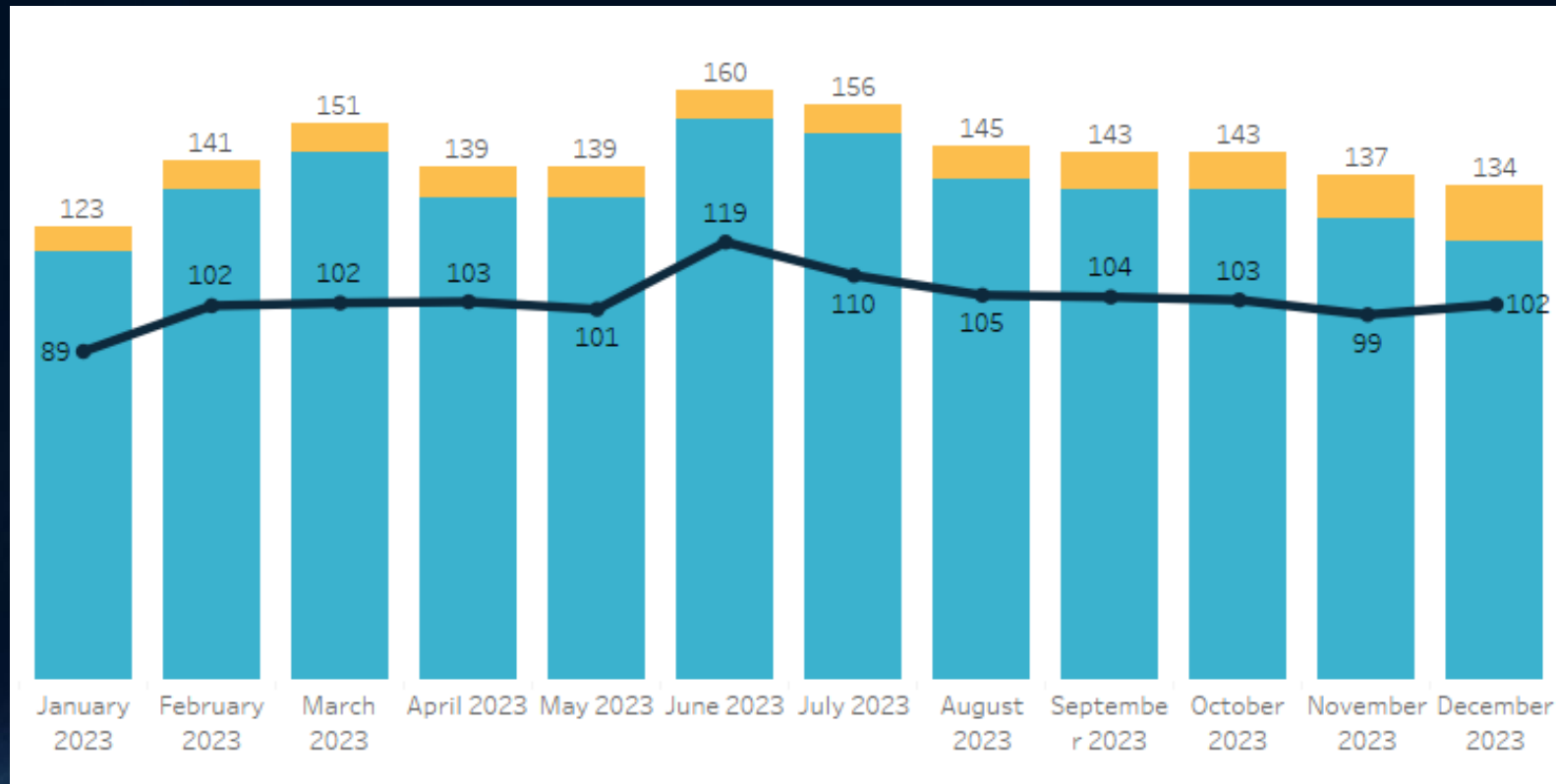
2024 Home Health Accomplishments

- Wound Care Tier System/Wound Care Conferences
- Orders Compliance
- Skills Day
- Interdisciplinary Team Meetings
- Revision of Intake Workflow
- Recruiting
 - 1 Clinical Operations Manager (1.0 FTE)
 - 4 Registered Nurses at 3.4 FTE
 - 4 PTs – 2 temporary (2.0 FTE); 1 per diem (.2 FTE); 1 full time (1.0 FTE)
 - 2 Physical Therapy Assistants at 2.0 FTE
- Census growth in 2024
- 675 distinct patients for 11,142 visits

Home Health Census 2024



Home Health Census 2023 for Comparison



Strengths

- Our Team— sharp and driven to provide exceptional care
- Evolution of Case Management Territories
- Care Coordination
 - Stepped up our game to meet the needs of JHC – Primary Care, Orthopedics, Wound Care, and Oncology
- Patient survey scores trending into 90s in key areas
- Throughput from Palliative Program – 16 referrals

HHCAHPS Stoplight Report

Service Dates From Oct 1, 2023 to Sep 30, 2024

<https://catalyst.nrcpicker.com/JeffersonH/PatExp/hhcahpsr/default.aspx>

October 15, 2024



	Benchmarks		Rolling Averages up to 8/1/2024	Home Health CAHPS			
Overall	NRC 75th Percentile*	Bed Size 0-49 Average	3 Months‡	Qtr 3 2024‡	Qtr 2 2024	Qtr 1 2024	Qtr 4 2023
<p>We want to know your rating of your care from this agency's home health providers.</p> <p>Using any number from 0 to 10, where 0 is the worst home health care possible and 10 is the best home health care possible, what number would you use to rate your care from this agency's home health providers?</p>	92.7%	--	83.9% PR=14	92.9%μ	80.0%	80.0%	84.6%μ

Highest Scores	NRC 75th Percentile*	Bed Size 0-49 Average	3 Months‡	Qtr 3 2024‡	Qtr 2 2024	Qtr 1 2024	Qtr 4 2023
Care of Patient	93.4%	--	91.9% PR=58	96.4%μ	88.5%	90.3%	87.5%μ
Specific Care Issues	91.0%	--	87.7%μ PR=42	94.5%μ	82.0%	87.2%μ	81.5%μ
Would Recommend Agency	88.9%	--	90.3% PR=87	92.9%μ	85.0%	86.1%	85.2%μ
Overall Rating of Care	92.7%	--	83.9% PR=14	92.9%μ	80.0%	80.0%	84.6%μ
Provider Communication	91.8%	--	87.2% PR=21	88.7%μ	87.1%	90.5%	84.0%μ



Green - score is equal to or greater than the NRC 75th Percentile



Yellow - score is less than the NRC 75th Percentile, but may not be significantly



Red - score is significantly less than the NRC 75th Percentile

μ - Warning: n-size is low!

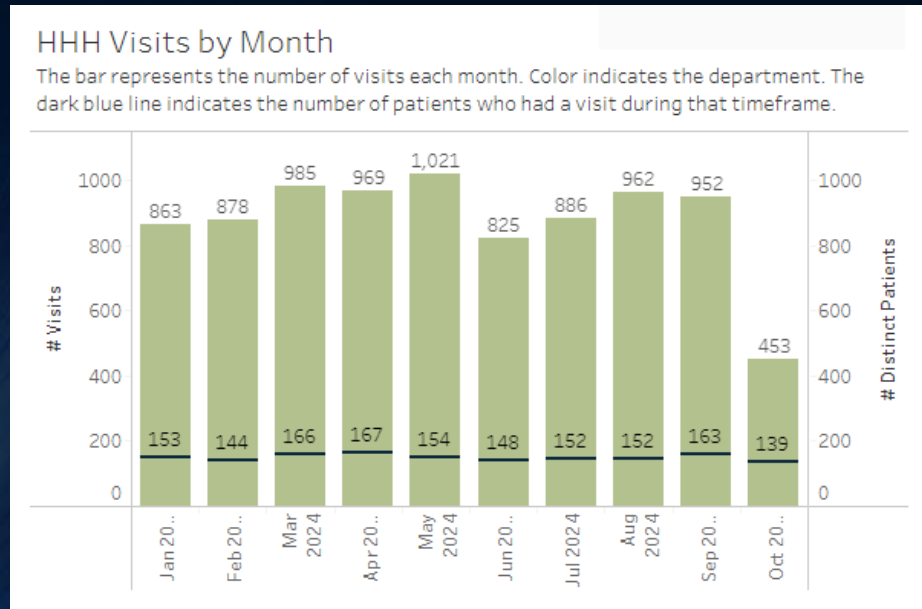
‡ - Data is not final and subject to change.

* - Benchmark that is used to determine the color on each line.

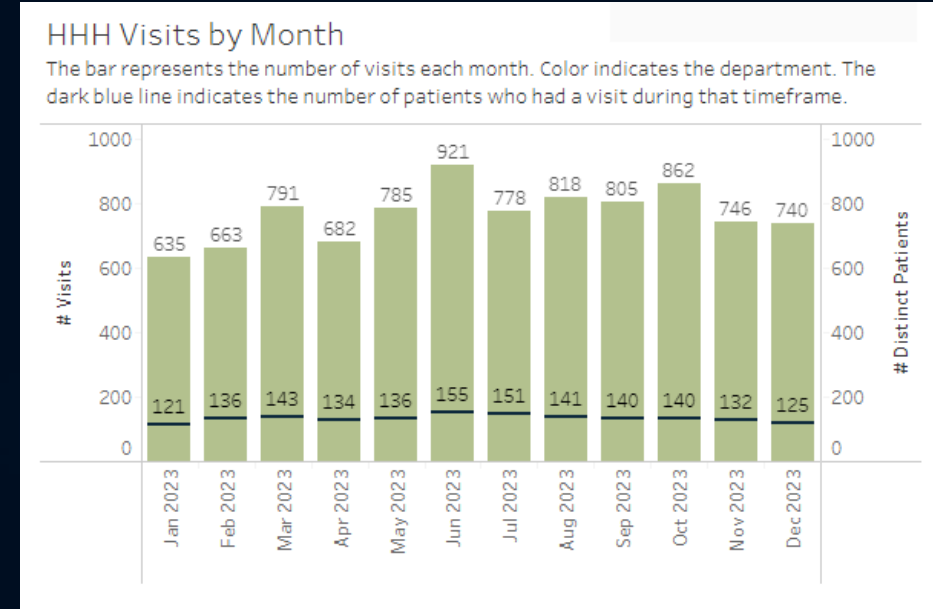
PR=Percentile Rank

Billable Home Health Visits Comparison 2024 to 2023

2024



2023



Weaknesses

- Unfilled Positions
 - RN - .8 FTE, per diem
 - LPN – 1.0 FTE
 - Aide - .8 FTE
 - Social Worker - .8
- Daily Productivity
- OASIS Interrater Reliability
- Unwieldy Care Plans
- Increase in patients with Medicare Advantage/Lack of Specific Contracting
- Documentation of Care Coordination Efforts

HHCAHPS Stoplight Report

Service Dates From Oct 1, 2023 to Sep 30, 2024


<https://catalyst.nrcpicker.com/JeffersonH/PatExp/hhcahpsr/default.aspx>


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Lowest Scores	NRC 75th Percentile*	Bed Size 0-49 Average	3 Months‡	Qtr 3 2024‡	Qtr 2 2024	Qtr 1 2024	Qtr 4 2023
Provider Communication	91.8%	--	87.2% PR=21	88.7%μ	87.1%	90.5%	84.0%μ
Overall Rating of Care	92.7%	--	83.9% PR=14	92.9%μ	80.0%	80.0%	84.6%μ
Would Recommend Agency	86.9%	--	90.3% PR=87	92.9%μ	85.0%	86.1%	85.2%μ
Specific Care Issues	91.0%	--	87.7%μ PR=42	94.5%μ	82.0%	87.2%μ	81.5%μ
Care of Patient	93.4%	--	91.9% PR=58	96.4%μ	88.5%	90.3%	87.5%μ

 Green - score is equal to or greater than the NRC 75th Percentile

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‡ - Data is not final and subject to change.

* - Benchmark that is used to determine the color on each line.

PR=Percentile Rank

Opportunities

- Seek contracts or addenda to clarify rules and payment agreement with key insurers.
- Ensure that coding contains key groupers to drive revenue.
- Improve our documentation of care conferences, teamwork, and intra-JHC-provider communications.
- Improve our outcomes and medicare reimbursement rate by establishing and maintaining interrater reliability on OASIS data set.
- Standardizing wound care formulary across JHC to improve patient outcomes and save money on the cost of care.
- Outreach to community partners.
- Begin home infusion program in 2025.
- Prepare for ACHC Audit in Spring 2025.

HHHPC Employee Picnic – September 2024



Hospice



2024 Hospice Accomplishments

- Stability of Case Management Staff
- Stellar Bereavement Program
- Thanks to the Support of the Jefferson Hospice Foundation:
 - Volunteers
 - 30 volunteers - 6 specialists and 24 generalists
 - 699 volunteer visits in the last year
 - Comfort Therapists
 - 3 massage therapists, one hair and nails professional, and one music thanatologist
 - 111 patients, 239 visits in 2024
- Successful ACHC Accreditation with one peccadillo
- Provision of care above and beyond regional standards
- 214 distinct patients; 3980 visits




The Outpouring of Attestations on Facebook - [Link to Post](#)

10:00 5GUC 91%

Posts

Port Townsend Community · Join
Ben Browner · 5d ·

My father is on hospice, and moving in with me at the end of the month. I'm curious if anybody here has worked with Jefferson Healthcare, Assured, or any other Medicare-funded hospice services in Jefferson County??? (((Opinions, experience, comparisons, etc. All feedback welcome here!)))... Trying to make our decision by Wednesday... Thank you 🙏 ~B



Like Comment Send Share

296

All comments ▾

Cassie Reeves

Write a public comment...

10:00 5GUC 91%

Posts

All comments ▾

Cassie Reeves
Jefferson Healthcare has an amazing hospice program.
5d Love Reply 56

Jane Scheef
Jefferson County HOSPICE , is amazing !!! I couldn't have lived peacefully without them Kind , supportive, friendly !!! The entire crew is wonderful!!
5d Love Reply 27

Jane Scheef Message me if you need to know...

View 1 more reply...

Voris Siegle Marsden
❤️
5d Like Reply 1

Shmuel Yahn
<https://jeffersonhealthcare.org/services/hospice/>

 JEFFERSONHEALTHCARE.ORG
Hospice Care
5d Like Reply 5

Write a public comment...

10:01 5GUC 91%

Posts

Dena Turner
Yes my husband was on Jefferson Hospice 2014-2015 for brain cancer they were Fantastic caring angels!!!!
5d Love Reply 15

Susanne Lake Dena Turner hard to believe it's...
View 1 more reply...

Gena Lont
We worked with the Jefferson Healthcare Hospice for my father in law earlier this year. They were amazing and we couldn't have done it without them. Highly recommend!!!
5d Love Reply 10

Marjorie Coleman
makes my heart feel the love knowing that Jefferson Healthcare was amazing
5d Love Reply 7

Denise Miller
Jefferson is great
5d Love Reply 4

Marjorie Coleman
I love the picture you posted. sending love and caring thoughts and energy
5d Love Reply 11

Write a public comment...

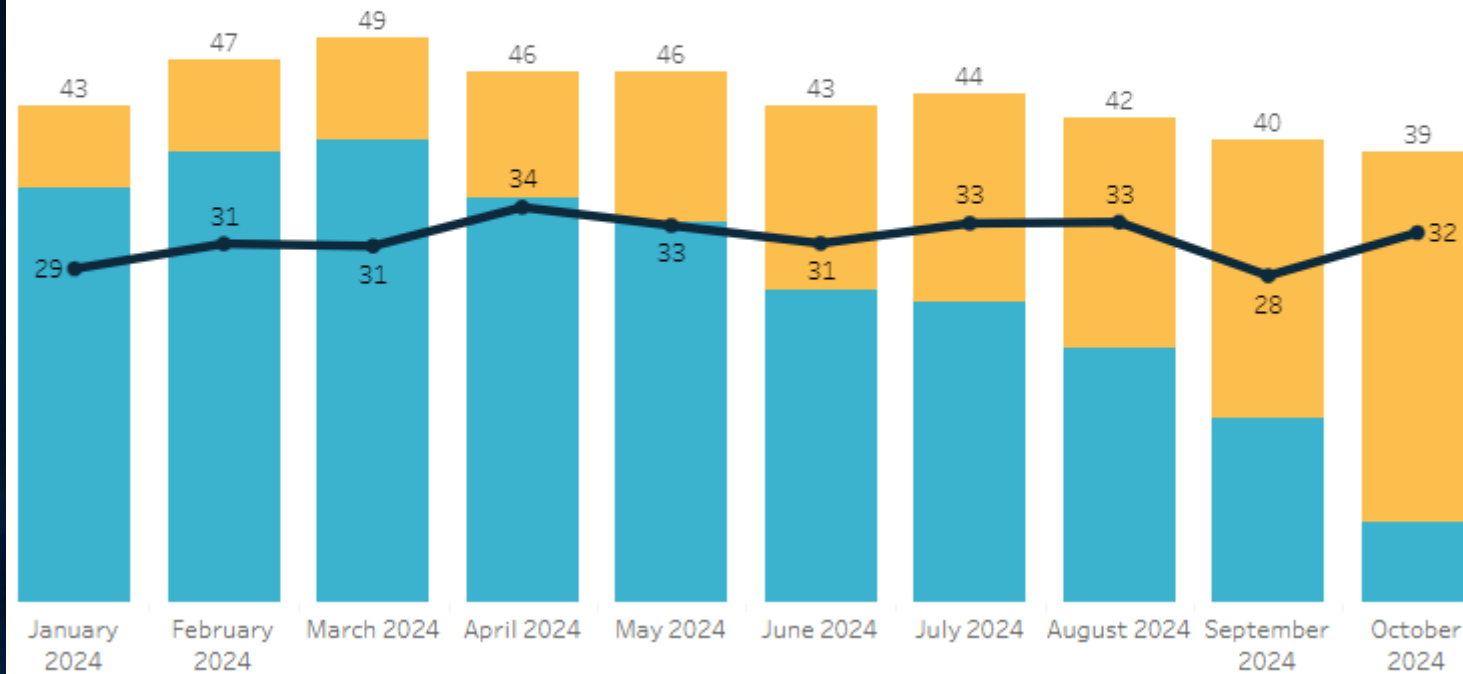
Hospice Census 2024

Total episodes and average daily census

Bars show the total episodes active in a given time period. Dark line shows the average daily census during that time period.

Episodes are considered active from the start of care/effective date through the discharge date.

Click bars to filter the rest of the dashboard to episodes present in the selected time period.



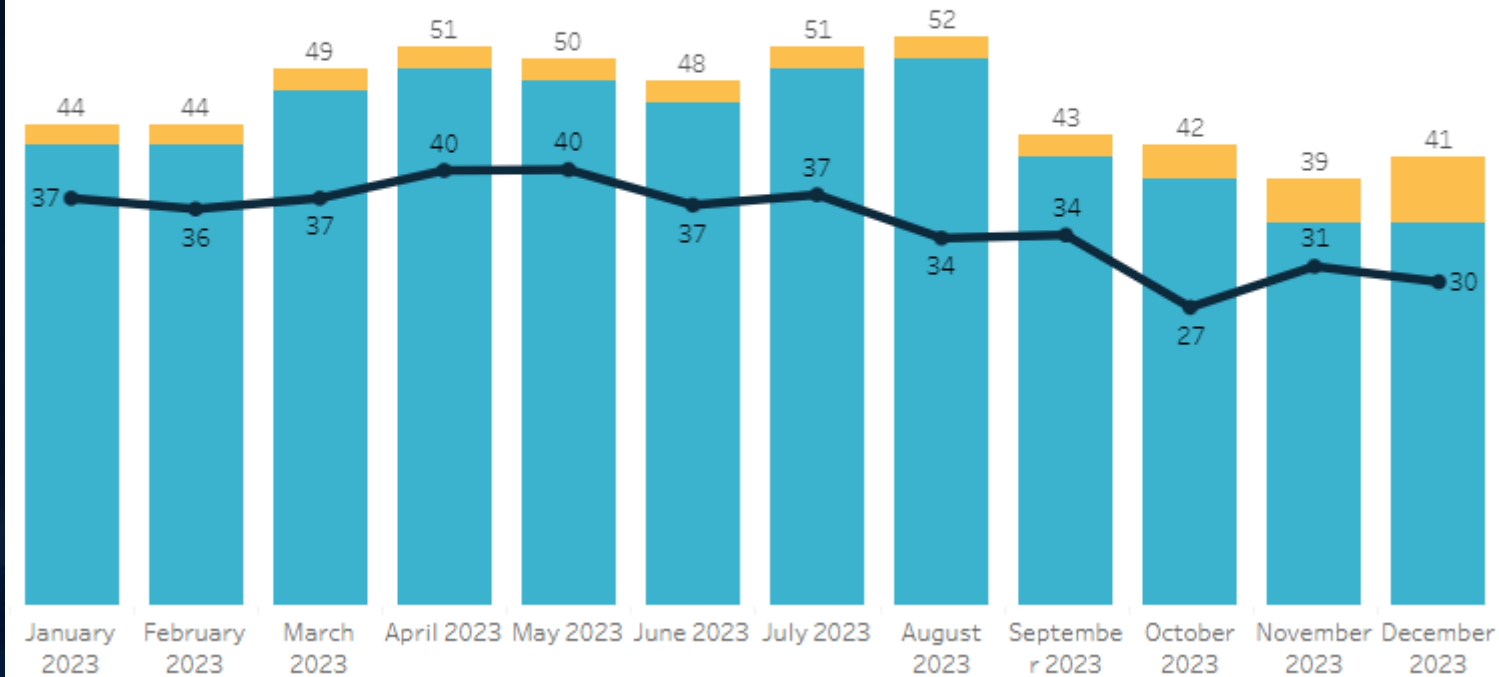
Hospice Census 2023 for Comparison

Total episodes and average daily census

Bars show the total episodes active in a given time period. Dark line shows the average daily census during that time period.

Episodes are considered active from the start of care/effective date through the discharge date.

Click bars to filter the rest of the dashboard to episodes present in the selected time period.



Strengths

- Our Team – Of Course
- Care Coordination
 - Stepped up our game to meet the needs of JHC – Primary Care and Oncology
- Patient survey scores trending into 90s in key areas
- Referral throughput from Palliative Care – 42 referrals in 2024.
- Revenue that supports Home Health and Palliative Care

Hospice Stoplight Report

Service Dates From Jul 1, 2023 to Jun 30, 2024

<https://catalyst.nrcpicker.com/JeffersonH/PatExp/hospsr2/default.aspx>

October 15, 2024

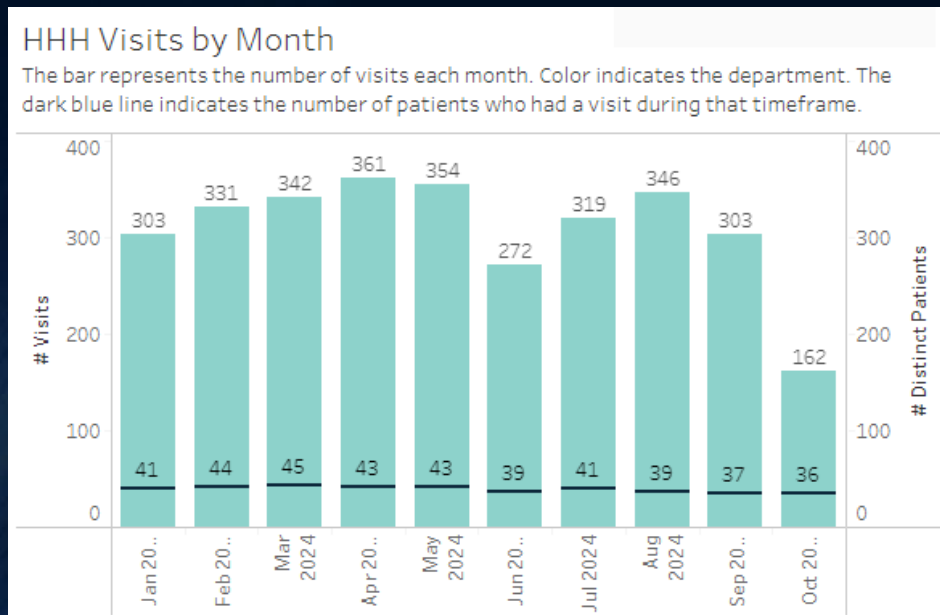


	Picker Dimensions	Benchmarks			Rolling Averages up to 6/10/2024	Jefferson Healthcare Hospice			
Overall		NRC 75th Percentile*	NRC Average	Bed Size 0-49 Average	3 Months‡	Qtr 2 2024‡	Qtr 1 2024	Qtr 4 2023	Qtr 3 2023
Please answer the following questions about your family member's care from the hospice named on the survey cover. Do not include care from other hospices in your answers.		91.5%	86.8%	--	92.3%µ PR=78	91.7%µ	92.9%µ	80.0%µ	81.3%µ
Using any number from 0 to 10, where 0 is the worst hospice care possible and 10 is the best hospice care possible, what number would you use to rate your family member's hospice care?									

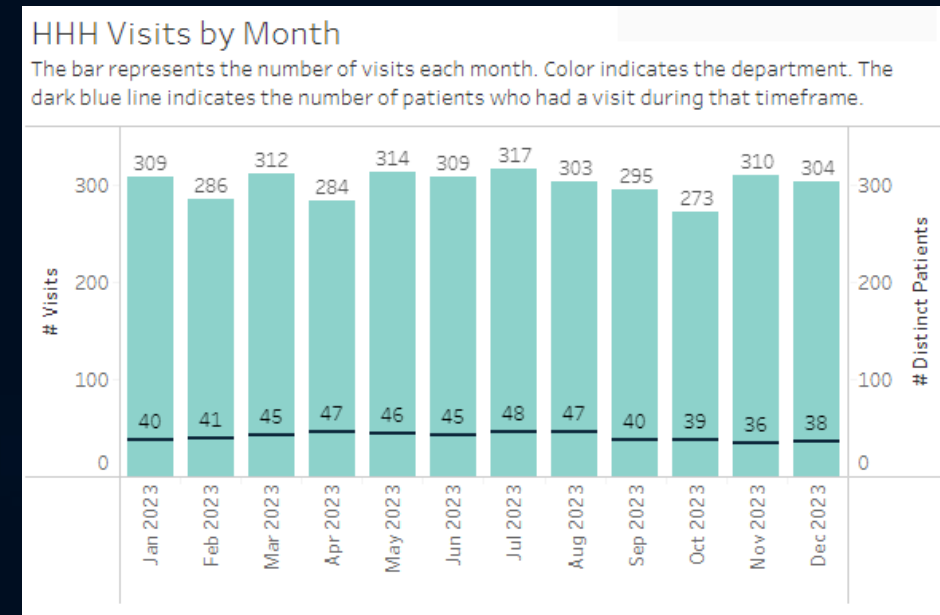
Highest Scores		NRC 75th Percentile*	NRC Average	Bed Size 0-49 Average	3 Months‡	Qtr 2 2024‡	Qtr 1 2024	Qtr 4 2023	Qtr 3 2023
While your family member was in hospice care, how often did the hospice team treat your family member with dignity and respect?	Respect for Family Preferences	98.2%	96.1%	--	100.0%µ PR=100	100.0%µ	100.0%µ	100.0%µ	93.8%µ
While your family member was in hospice care, how often did you feel that the hospice team really cared about your family member?	Emotional Support	92.4%	89.3%	--	100.0%µ PR=100	100.0%µ	92.9%µ	77.8%µ	93.8%µ
While your family member was in hospice care, how often did the hospice team listen carefully to you?	Respect for Family Preferences	92.3%	88.9%	--	100.0%µ PR=100	100.0%µ	100.0%µ	90.0%µ	86.7%µ
In the weeks after your family member died, how much emotional support did you get from the hospice team?	Emotional Support	91.5%	88.3%	--	92.3%µ PR=78	100.0%µ	92.9%µ	100.0%µ	86.7%µ
While your family member was in hospice care, how much emotional support did you get from the hospice team?	Emotional Support	97.4%	95.1%	--	100.0%µ PR=100	100.0%µ	100.0%µ	100.0%µ	93.3%µ
Would you recommend this hospice to your friends and family?	Would Recommend	91.4%	87.4%	--	100.0%µ PR=100	100.0%µ	100.0%µ	77.8%µ	93.8%µ
While your family member was in hospice care, how often did the hospice team explain things in a way that was easy to understand?	Information and Education	92.3%	88.2%	--	92.3%µ PR=76	91.7%µ	100.0%µ	88.9%µ	87.5%µ

Billable Hospice Visits Comparison 2024 to 2023

2024



2023



Weaknesses

- Patients referred late in their terminal process
- Prevalence of Medical Aid in Dying choices among referred patients
- Intensifying competition for patients in local facilities
- Census consistently below 40 patients on average

Lowest Scores		NRC 75th Percentile*	NRC Average	Bed Size 0-49 Average	3 Months‡	Qtr 2 2024‡	Qtr 1 2024	Qtr 4 2023	Qtr 3 2023
While your family member was in hospice care, how often was the information you were given about your family member by the nursing home staff different from the information you were given by the hospice team?	Coordination of Care	--	62.6%	--	40.0%µ	40.0%µ	100.0%µ	--	0.0%µ
Moving your family member includes things like helping him or her turn over in bed, or get in and out of bed or a wheelchair. Did the hospice team give you the training you needed about how to safely move your family member?	Information and Education	74.8%	69.7%	--	62.5%µ PR=20	57.1%µ	75.0%µ	66.7%µ	83.3%µ
While your family member was in hospice care, how often did the nursing home staff and hospice team work well together to care for your family member?	Coordination of Care	--	64.9%	--	60.0%µ	60.0%µ	100.0%µ	--	50.0%µ
How often did your family member get the help he or she needed from the hospice team for feelings of anxiety or sadness?	Emotional Support	71.9%	67.2%	--	66.7%µ PR=44	62.5%µ	75.0%µ	50.0%µ	70.0%µ
Did the hospice team give you the training you needed about what side effects to watch for from pain medicine?	Information and Education	73.3%	69.7%	--	69.2%µ PR=42	66.7%µ	91.7%µ	75.0%µ	90.9%µ
How often did you get the help you needed from the hospice team during evenings, weekends, or holidays?	Access to Care	81.0%	76.7%	--	71.4%µ PR=23	66.7%µ	100.0%µ	60.0%µ	76.9%µ
How often did your family member get the help he or she needed for trouble with constipation?	Physical Comfort	79.4%	74.6%	--	70.0%µ PR=21	70.0%µ	100.0%µ	66.7%µ	100.0%µ
While your family member was in hospice care, when you or your family member asked for help from the hospice team, how often did you get help as soon as you needed it?	Physical Comfort	85.0%	80.7%	--	66.7%µ PR=2	72.7%µ	92.9%µ	66.7%µ	87.5%µ
Did the hospice team give you the training you needed about what to do if your family member became restless or agitated?	Information and Education	74.3%	69.1%	--	77.8%µ PR=85	75.0%µ	100.0%µ	66.7%µ	91.7%µ
How often did your family member get the help he or she needed for trouble breathing?	Physical Comfort	87.5%	82.5%	--	75.0%µ PR=17	75.0%µ	100.0%µ	20.0%µ	100.0%µ
Did the hospice team give you the training you needed about how to help your family member if he or she had trouble breathing?	Information and Education	--	78.2%	--	75.0%µ	75.0%µ	100.0%µ	80.0%µ	100.0%µ
While your family member was in hospice care, how often did the hospice team keep you informed about when they would arrive to care for your family member?	Coordination of Care	81.1%	75.6%	--	69.2%µ PR=19	75.0%µ	78.6%µ	77.8%µ	75.0%µ
Did your family member get as much help with pain as he or she needed?	Physical Comfort	87.6%	85.6%	--	77.8%µ PR=8	77.8%µ	88.9%µ	75.0%µ	92.3%µ

Opportunities

- Active development of expanded pain management modalities:
 - PCA via IV or SubQ
 - Intranasal
 - Rectal (Macy Catheters)
- Marketing Plan to reassert ourselves in the local facilities.
- Spiritual Care Chaplain - .8 FTE
- Supporting accurate prognostication among JHC providers to recognize patients who have a terminal diagnosis with six months to live.
- QAPI initiatives to effect changes in patient survey outcomes. (Included the three on the previous page, plus increasing visits at end of life.)

Palliative Care



2024 Palliative Care Accomplishments

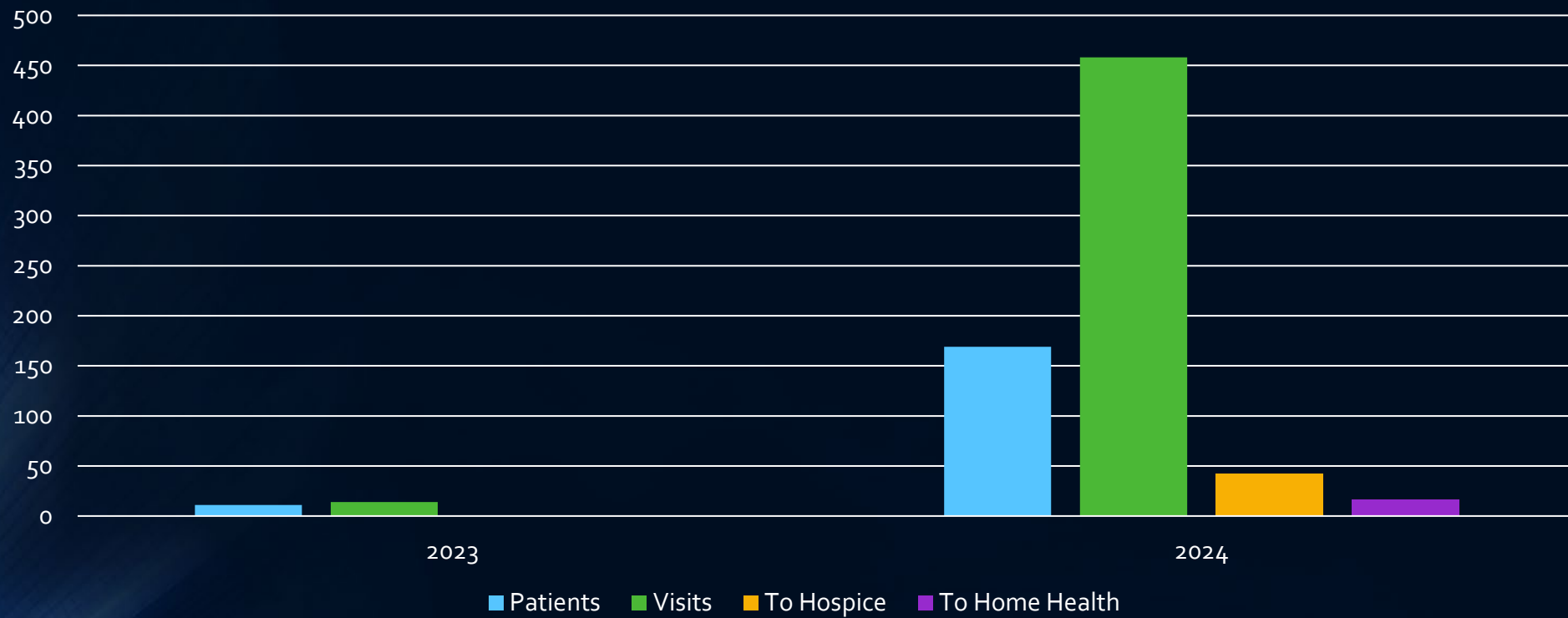
- Outreach to Jefferson Primary Care Physicians and Oncologists
- New electronic referral process for JHC patients
- A flood of 200 referrals!
- For our Palliative Patients:
 - Better conversations around goals of care
 - Proactive advice for physicians and patients
- ACHC Accreditation with no adverse findings!

Strengths

- Our Providers: Dr. Mattern, Sara Katz PA, & Linda Calderwood ARNP
- Our Support Team: Kyra Berkovich, Palliative Coordinator and Gina Iery, Palliative RN.
- Efficacy of the program in helping patients to make tough decisions around chronic or terminal illnesses
- Throughput of referrals directly to our Hospice program and Home Health programs.
- Bridging care coordination for patients with palliative needs, across JHC.

Palliative Care Statistics

Palliative Care 2023 and 2024 Comparison



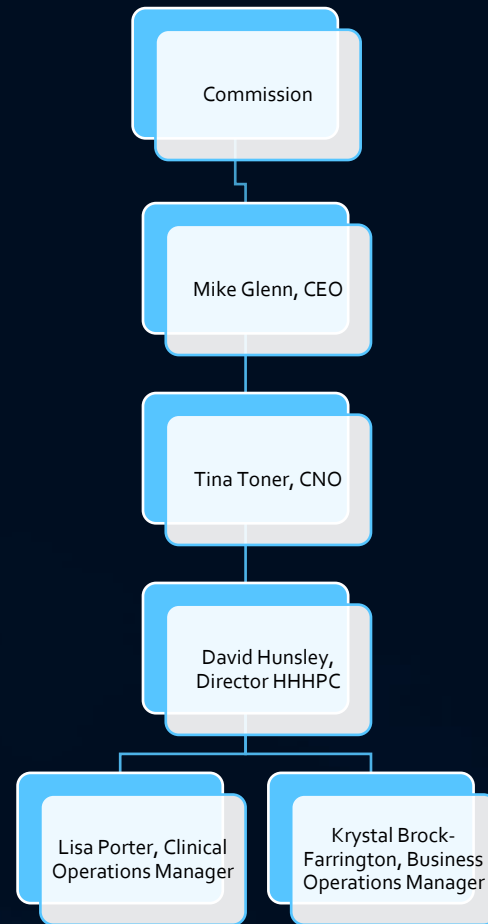
Weaknesses

- Lack strong relationship and understanding among facility community partners
- Lack of standardized productivity and provider templates
- Challenging geographic disbursement of patients

Opportunities

- Development of Marketing Plan to reassert ourselves in the local facilities
- To continue promoting referrals to hospice, as appropriate
- Expansion – 1.0 FTE position in 2025 budget
- Entry into Value-Based provider agreements

Organizational Structure



Strategic Visioning

ACROSS ALL THREE PROGRAMS AND BEYOND

Purpose

To determine the next generation of programmatic development in Jefferson Healthcare's Post-Acute Services.

Proposed Stages of Work

- 2024, Quarter 4 – Identify groups of internal JHC and external stake holders.
- 2025, Quarter 1 – Have crucial conversations with identified stake holders in informal and formal meetings (individual up to town halls); gather input to construct survey.
- 2025, Quarter 2 – Send out survey of identified stake holders with desired result of understanding which initiatives may be of most benefit to the community.
- 2025, Quarter 3 – Meet with Dr. Mattern, providers, and other team members to determine which initiatives make sense to pursue from the JHC perspective.
- 2025, Quarter 3 – Set 1, 3, and 5 year goals for program development. Determine benchmarks for interim goals.
- 2025, Quarter 4 – Make it happen! Determine funding, grants, community support, and initiatives to yield benchmarks and goals, according to formalized JHC Post-Acute Strategic Vision.

Thank you!

QUESTIONS?

DHUNSLEY@JEFFERSONHEALTHCARE.ORG

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2025 Budget

Regular Session

October 2024

Agenda

- Operating Budget
- Capital Investments: 2025-2028
- Property Taxes
- Remaining Questions
 - Please stop me for questions throughout the presentation too



OPERATING BUDGET

In Summary and Key Performance Indicators

2025 Budget

Operating Statistics



	2023	2024		2025	Variance	
	Actual	Budget	Annualized	Budget	Favorable / (Unfavorable)	%
Full Time Equivalents	704.68	777.31	755.99	860.30	(104.31)	-12%
Adjusted Patient Days	38,862	40,323	49,529	51,053	1,524	3%
ICU Patient Days (IP + Observation, Midnight Census)	966	1,038	678	750	72	10%
ACU Patient Days (IP + Observation, Midnight Census)	3,714	3,481	4,293	4,300	7	0%
Total Patient Days (including Observation)	4,757	4,818	5,114	5,300	186	4%
Surgery Cases (in OR)	1,578	1,583	1,655	1,830	175	10%
Special Procedure Cases	1,002	1,038	1,283	1,283	0	0%
Lab - Billable Tests	257,381	258,245	276,549	280,000	3,451	1%
Total Diagnostic Imaging Tests	43,467	41,554	45,089	46,330	1,242	3%
Pharmacy Meds Dispensed	254,316	276,413	264,777	275,365	10,588	4%
Respiratory Therapy Procedures	35,025	34,547	31,074	35,000	3,926	11%
Total Rehab Encounters	97,396	103,849	103,548	105,180	1,632	2%
Emergency Dept - Census	14,511	14,640	15,230	16,200	970	6%
Dental Clinic	5,671	5,801	5,498	7,461	1,963	26%
Total Primary Care RHC Visits	74,463	80,198	79,289	87,352	8,063	9%
Total Oncology / Infusion	14,879	18,714	13,631	17,626	3,995	23%
Total Specialty Clinic Visits	57,510	79,022	66,845	80,224	13,380	17%

2025 Budget

Income Statement Summary



	2023	2024		2025	Variance	
	Actual	Budget	Annualized	Budget	Favorable / (Unfavorable)	%
Operating Revenue						
Gross Patient Service Revenue	363,989,382	389,318,088	411,039,868	460,651,460	49,611,592	11%
Revenue Adjustments	199,575,150	209,991,184	227,459,760	250,818,235	(23,358,476)	-9%
Charity Care Adjustments	3,495,078	3,430,980	4,830,326	5,346,298	(515,972)	-10%
Net Patient Service Revenue	160,919,154	175,895,924	178,749,782	204,486,927	25,737,145	13%
Other Revenue	7,039,393	11,028,402	7,472,249	8,715,206	1,242,957	14%
Total Operating Revenue	167,958,547	186,924,326	186,222,031	213,202,133	26,980,102	13%
Operating Expenses						
Salaries and Wages	78,776,532	89,558,362	88,008,042	100,160,664	(12,152,621)	-12%
Employee Benefits	17,654,433	20,633,986	19,258,742	22,126,126	(2,867,384)	-13%
Other Expenses	71,461,131	70,056,781	74,620,095	85,710,157	(11,090,062)	-13%
Total Operating Expenses	167,892,096	180,249,129	181,886,879	207,996,947	(26,110,068)	-13%
Operating Income (Loss)	66,451	6,675,197	4,335,152	5,205,186	870,034	17%
Non Operating Revenue (Expense)	(152,572)	6,568,636	4,555,736	3,142,746	(1,412,990)	-45%
Change in Net Position (Loss)	(86,121)	13,243,833	8,890,888	8,347,933	(542,955)	-7%
Operating Margin	0.0%	3.6%	2.3%	2.4%	0.1%	5%
Total Margin	-0.1%	7.1%	4.8%	3.9%	-0.9%	-22%
Salaries & Benefits as a % of Net Pt Svc Revenue	59.9%	62.6%	60.0%	59.8%	0.2%	0%

A top-down view of various construction and home improvement items arranged on a solid orange background. The items include a pair of green and white work gloves, two rolls of white and grey pipe, a white hard hat, a pink piggy bank holding a red pencil, two rolls of yellow tape, a white bucket with a paint color chart on its lid, a yellow folding ruler, a yellow spirit level, a can of white paint, a paintbrush, a yellow foam roller, a red-handled brush, a roll of wallpaper, a small brown house model, and a yellow measuring tape.

Capital & Projects Budget 2025-2027

Capital Budget

Budget placeholders set, but detail review completed annually Pricing and needs can change significantly, but the roadmap is essential

Request Type	DEPT	PROJECT	2025	2026	2027	Grand Total
Equipment (New)	Imaging	Hologic Mammogram	554,164			554,164
	BioMed	Philips Monitoring PIIC Spare	20,000			20,000
	Surgery	C Arm for new OR		850,000		850,000
	Surgery	FLUID MGT SYSTEM/LAPAROSCOPES	599,608			599,608
	Imaging	ULTRASOUND FOR PORT LUDLOW CLINIC	213,000			213,000
	ED	PORTABLE MONITOR	52,675			52,675
	Surgery	INSTRUMENT TRACKING SYSTEM	41,632			41,632
	ACU/ICU	SECOND PIC-ICU	36,885			36,885
	Surgery	EGD SCOPE	24,679			24,679
	Surgery	ANESTHESIA SYRINGE PUMPS	20,945			20,945
	ACU/ICU	FBU PORTER NITRONOX PLUS 50/50	18,606			18,606
	ACU/ICU	HOSPITALIST PIC EXPANSION	13,621			13,621
	ACU/ICU	TRANSPORT MONITOR	12,356			12,356
	Surgery	Da Vinci 5		2,508,250		2,508,250
Equipment (New) Total			1,608,171	3,358,250	-	4,966,421
Equipment (Replacement)	ACU/ICU	Lift Replacement	29,532			29,532
	Surgery	16 Inch Sterilizer Replacement		52,150		52,150
	Surgery	Innowave Ultrasonic Replacement			89,000	89,000
	ED	Fluid/Blanket Warmer	10,345			10,345
	Derm	Microscope	9,000			9,000
	Surgery	OLYMPUS SUCTION D/C MACHINE REPLACEMENT	7,500			7,500
	Surgery	Stryker Drill Replacements	168,000			168,000
	Surgery	Neoprobe Replacement	56,321			56,321
	ACU/ICU	VS30 Expansion		150,000		150,000
	Multiple	Replace Midmark EKGs	150,000			150,000
	Surgery	V Pro Replacement-large enough capacity for Davinci		147,000		147,000
	Imaging	Echo Treadmill	35,000			35,000
Equipment (Replacement) Total			465,698	349,150	89,000	903,848

Capital Budget - Continued

Budget placeholders set, but detail review completed annually Pricing and needs can change significantly, but the roadmap is essential

Request Type	DEPT	PROJECT	2025	2026	2027	Grand Total
Tech/Software (New or Upgrade)	IT	Right Sys. Firewall / Core Network Switch Upgrade		105,918		105,918
	IT	Server Expansion for Virtual Desktop	120,000			120,000
	RadOnc	VARIAN FOR LINEAR ACCELERATOR/ EMR	450,000	550,000	550,000	1,550,000
	Accounting	MHC Document Automation	28,000	28,000	28,000	84,000
	HIM	Protenus Privacy Tool	33,000	30,000	30,000	93,000
	Marketing	New JH Website	35,000			35,000
	IT	AT&T Satelite Tower	8,000			8,000
Tech/Software (New or Upgrade) Total			674,000	713,918	608,000	1,995,918
Construction Projects	Facilities	AHU 1010 Building Endo Suite	215,000			215,000
	Facilities	Upgrade Building Automation	195,000			195,000
	Facilities	Replace 95 Building Roofing		800,000		800,000
	Facilities	PT Retail Pharmacy Space	1,100,000			1,100,000
	Facilities	Exterior Painting - Park & Commerce	150,000			150,000
	Facilities	Emergency Department Flooring	15,000			15,000
	Facilities	Park Ave Bldg Flooring	15,000			15,000
	Facilities	ADA Ramp - East Rehab entrance	100,000			100,000
Construction Project Total			1,790,000	800,000	-	2,590,000
New Medical Office Bldg	MOB	AHU 1 (Hospital MOB project)	450,000			450,000
	MOB	MRI (Hospital MOB project)	1,200,000			1,200,000
	MOB	Linear Accelerator (Hospital MOB project)	3,000,000			3,000,000
	MOB	CT Space (Hospital MOB Project)	1,750,000			1,750,000
	MOB	Hospital Replacement Project	37,354,266			37,354,266
New Medical Office Building Total			43,754,266	-	-	43,754,266
Grand Total			48,292,135	5,221,318	713,000	54,226,453

PROPERTY TAXES



Property Tax Assessment

- Budget is set at 1% option
- At 1% option, effective tax is reduced by 5% due to increase in appraised values
- Budgeted average daily operating expenditures are ~\$570,000
- A home appraised at 400k pays \$21/Year

ESTIMATE FOR "2025" BUDGET

"2024" ACTUAL AMOUNT	
INCREASE OF 0% RESOLUTION AMOUNT	\$ 528,451.60
NEW CONST & UTIL (EST) +	\$ 5,092.67
REFUNDS (EST) +	\$ 2,125.92
TOTAL	\$ 535,670.19
(0% INC) BUDGET ON THE HIGH SIDE =	\$ 542,000

Estimated Levy Rate .05471

"2024" HIGHEST LAWFUL LEVY AMOUNT		\$ 525,244.88
		X 1.01
		\$ 530,497.33
NEW CONST & UTIL (EST) +		\$ 5,092.67
REFUNDS (EST) +		\$ 2,125.92
TOTAL		\$ 537,715.92
BUDGET ON THE HIGH SIDE =		\$ 547,000

Estimated Levy Rate .05492

TIMBER TAX ESTIMATE \$ 5,000

Public Hospital District Support Across Our Region

Hospital	2023 Operating expenses	2023 Tax revenues
Whidbey General Hospital Coupeville	\$ 135,840,455	\$ 16,769,630
Olympic Medical Center Port Angeles	\$ 261,180,187	\$ 5,175,807
Island Hospital Anacortes	\$ 118,995,363	\$ 5,999,330
Mason General Hospital Shelton	\$ 128,254,400	\$ 2,444,828
Forks General Hospital Forks	\$ 41,299,835	\$ 989,204
Jefferson Healthcare Port Townsend	\$ 170,565,097	\$ 531,604



2025 Operations & Capital Budget Preview

Tyler Freeman

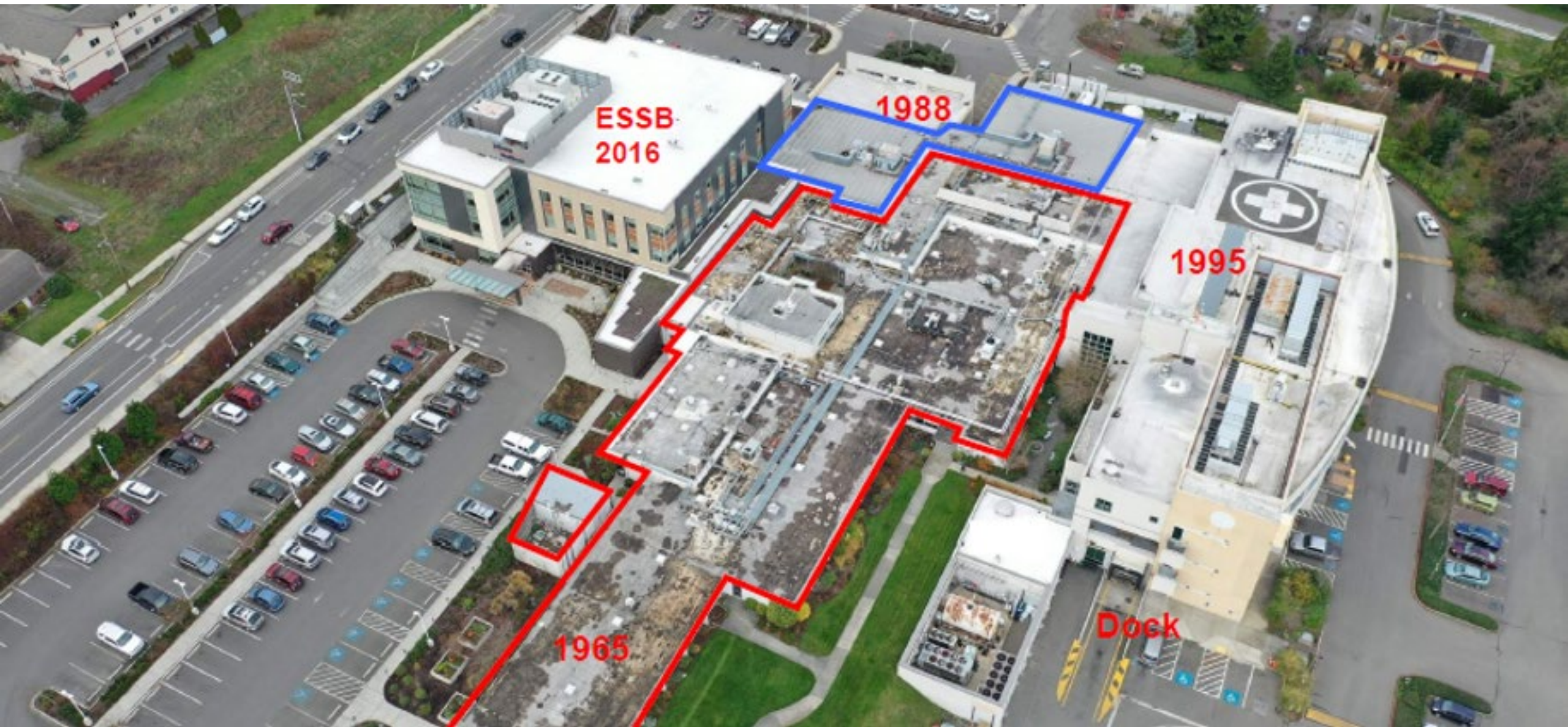
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Jefferson Healthcare


834 Sheridan

Port Townsend, WA


APPENDIX




Revenue Budget

2025 Budget												
Income Statement Summary												
	2021		2022		2023		2024			2025	Change	
	Actual		Actual		Actual		Annualized		Budget	Budget	2024 annualized to 2025 budget	
Inpatient Revenue	39,798,235		42,144,523		43,914,759		41,525,944		43,940,596	46,401,554		4,875,610
Outpatient Revenue	258,215,627		276,569,104		320,074,623		369,513,924		345,377,492	414,249,906		44,735,982
TOTAL PATIENT REVENUE	298,013,861		318,713,627		363,989,382		411,039,868		389,318,088	460,651,460		49,611,592
Cost Adjustment Medicare	101,037,808	34%	108,935,116	34%	138,457,806	38%	161,500,205	39%	139,749,259	178,229,288	39%	16,729,083
Cost Adjustment Medicaid	24,210,889	8%	24,563,960	8%	27,230,444	7%	24,896,189	6%	30,788,252	27,705,158	6%	2,808,969
Charity Care	3,872,263	1%	3,280,565	1%	3,495,078	1%	4,830,326	1%	3,430,980	5,346,298	1%	515,972
Contractual Allowances Other	25,786,502	9%	28,265,912	9%	30,988,996	9%	35,276,404	9%	34,175,418	38,909,013	8%	3,632,609
Administrative Adjustments	420,023	0%	966,659	0%	824,838	0%	1,360,524	0%	1,650,015	1,179,620	0%	(180,904)
Allowance for Uncollectible Accounts	5,525,532	2%	3,772,732	1%	2,073,066	1%	4,426,437	1%	3,628,240	4,795,156	1%	368,719
TOTAL REVENUE ADJUSTMENTS	160,853,017	54.0%	169,784,945	53.3%	203,070,228	55.8%	232,290,086	56.5%	213,422,164	256,164,533	55.6%	23,874,447
NET PATIENT SERVICE REVENUE	137,160,844		148,928,681		160,919,154		178,749,782		175,895,924	204,486,927		25,737,145
Grants	2,433,354		2,498,168		270,679		502,507		755,176	293,069		(209,438)
Other Misc Revenue	2,435,161		2,722,565		1,378,323		1,118,927		1,830,026	873,269		(245,658)
Pharmacies	4,018,089		3,174,973		5,390,391		5,850,816		8,443,200	7,548,869		1,698,053
TOTAL OTHER REVENUE	8,886,603		8,395,706		7,039,393		7,472,249		11,028,402	8,715,206		1,242,957
TOTAL OPERATING REVENUE	146,047,447		157,324,388		167,958,547		186,222,031		186,924,326	213,202,133		26,980,102


Expense Budget

2025 Budget												
Income Statement Summary												
	2021		2022		2023		2024			2025	Change	
	Actual		Actual		Actual		Annualized		Budget		Budget	2024 annualized to 2025 budget
Salaries and Wages	70,571,040		73,833,256		78,776,532		88,008,042		89,558,362		100,160,664	12,152,621
Employee Benefits	15,912,736	22.5%	16,248,266	22.0%	17,654,433	22.4%	19,258,742	21.9%	20,633,986	23.0%	22,126,126	2,867,384
Professional Fees	2,318,251		6,207,977		8,884,759		6,558,375		2,425,270		6,756,053	197,677
Purchased Services	9,359,522		9,357,384		11,865,729		13,419,662		15,375,489		15,579,385	2,159,724
Supplies	28,451,113		32,784,129		36,250,826		38,178,367		36,692,682		42,977,902	4,799,535
Insurance	1,154,749		1,389,603		1,631,953		1,748,641		1,801,877		1,733,587	(15,054)
Leases and Rentals	1,681,491		700,245		605,941		870,365		650,452		1,439,879	569,514
Depreciation and Amortization	4,376,459		5,005,269		5,248,300		5,750,193		5,167,355		8,228,522	2,478,329
Repairs and Maintenance	629,685		1,123,808		1,178,641		1,251,925		1,604,494		1,377,314	125,389
Utilities	1,194,548		1,406,693		1,396,638		1,493,617		1,616,294		1,606,023	112,406
Licenses and Taxes	868,519		949,955		1,099,550		2,097,570		1,042,688		1,920,484	(177,086)
Other Expenses	1,794,424		2,549,224		3,298,794		3,251,379		3,680,180		4,091,008	839,629
TOTAL OPERATING EXPENSES	138,312,537		151,555,808		167,892,096		181,886,879		180,249,129		207,996,947	26,110,068
OPERATING (INCOME) LOSS	7,734,910		5,768,579		66,451		4,335,152		6,675,197		5,205,186	870,034


Nonoperating Budget and Ratios

2025 Budget											
Income Statement Summary											
	2021		2022		2023		2024		2025		Change
	Actual		Actual		Actual		Annualized	Budget	Budget		2024 annualized to 2025 budget
Taxation for Maintenance and Operations	503,155		512,765		531,604		528,445	533,710	550,000		21,555
Investment Income	278,597		719,535		1,879,475		6,589,546	2,448,000	3,492,840		(3,096,706)
Interest Expense	(958,170)		(934,836)		(2,631,935)		(7,031,413)	(4,932,074)	(7,059,079)		(27,666)
Loss/Gain on Disposal of Capital Assets	-		-		(4,850)		-	-	-		-
Contributions	50,264		52,215		73,134		4,469,158	10,104,000	6,158,985		1,689,827
Bond Issuance Cost	-		-		-		-	(1,585,000)	-		-
TOTAL NONOPERATING REVENUE (EXPENSES)	(126,154)		349,678		(152,572)		4,555,736	6,568,636	3,142,746		(1,412,990)
CHANGE IN NET POSITION: POSITIVE/(NEGATIVE)	7,608,756		6,118,258		(86,121)		8,890,888	13,243,833	8,347,933		(542,955)
Operating Margin	5.30%		3.67%		0.04%		2.33%	3.57%	2.44%		0.11%
Total margin	5.21%		3.89%		-0.05%		4.77%	7.09%	3.92%		-0.86%
Salaries & Benefits as a % of Net Pt Svc Revenue	63.05%		60.49%		59.93%		60.01%	62.65%	59.80%		-0.21%
Supplies as a % of Net Pt Svc Revenue	20.74%		22.01%		22.53%		21.36%	20.86%	21.02%		-0.34%


Department Statistics

2025 Budget												
Department Statistics												
	2021		2022		2023		2024			2025		Change
	Actual		Actual		Actual		Annualized		Budget		Budget	2024 annualized to 2025 budget
Non-Provider FTE's	610.75		590.67		624.86		680.32		693.17		776.30	96
Provider FTE's	71.75		76.73		79.82		76.92		85.41		86.38	9
Adjusted Patient Days	32,319		36,413		38,862		49,529		40,323		51,053	1,524
ICU Patient Days (IP + Observation, Midnight Census)	1,024		1,255		966		678		1,038		750	72
ACU Patient Days (IP + Observation, Midnight Census)	3,292		3,560		3,714		4,293		3,481		4,300	7
Swing IP Patient Days (Midnight Census)	127		94		77		143		299		250	107
Total Patient Days (including Observation)	4,443		4,909		4,757		5,114		4,818		5,300	186
Births	86		96		82		89		83		80	(9)
Surgery Cases (in OR)	1,578		1,474		1,578		1,655		1,583		1,830	175
Surgery Minutes (in OR)	202,938		187,173		217,456		167,409		156,344		187,600	20,191
Special Procedure Cases	873		838		1,002		1,283		1,038		1,283	0
Surgery Center Endoscopies	901		749		744		875		899		900	26
Lab - Billable Tests	259,935		248,974		257,381		276,549		258,245		280,000	3,451
Blood Bank Units Matched	98		486		537		489		529		545	56
MRI	2,408		2,448		2,811		2,978		2,861		3,035	58
CT	6,720		7,011		7,754		8,627		7,662		8,940	314
Radiology & X-Ray	18,131		19,237		22,899		22,758		20,214		23,271	513
Echo	1,961		2,170		2,152		2,286		2,268		2,345	59
Ultrasound	3,937		3,628		4,226		4,800		4,356		4,925	125
Mammography	2,936		1,832		3,262		3,288		3,780		3,400	112
Nuclear Medicine	558		483		363		353		413		413	61


Department Statistics - Continued

2025 Budget												
Department Statistics												
	2021		2022		2023		2024			2025		Change
	Actual		Actual		Actual		Annualized		Budget		Budget	2024 annualized to 2025 budget
Total Diagnostic Imaging Tests	36,651		36,809		43,467		45,089		41,554		46,330	1,242
Pharmacy Meds Dispensed	238,828		245,378		254,316		264,777		276,413		275,365	10,588
Anti Coag Visits	4,730		4,688		4,197		3,761		4,313		3,400	(361)
Respiratory Therapy Procedures	34,540		36,591		35,025		31,074		34,547		35,000	3,926
Cardiac Rehab Sessions	468		451		2,186		2,124		2,383		2,383	259
Pulmonary Rehab	1,080		599		1,049		1,265		1,289		1,315	50
Total Cardio Pulmonary Rehab	1,548		1,050		3,235		3,389		3,672		3,698	309
Physical Therapy	84,689		78,650		77,612		86,504		81,745		87,232	728
Occupational Therapy	11,540		13,893		13,893		10,824		15,030		11,250	426
Speech Therapy	3,257		1,812		2,656		2,832		3,402		3,000	168
Total PT/OT/ST Encounters	99,486		94,355		94,161		100,160		100,177		101,482	1,322
Emergency Dept - Census	11,742		12,941		14,511		15,230		14,640		16,200	970
Express Clinic - Encounters	8,940		12,011		13,986		14,451		13,693		15,600	1,149
South County Clinic	1,372		1,028		1,655		2,331		2,689		2,689	358
Port Ludlow Clinic	7,299		7,701		7,381		6,855		9,019		7,518	663
Sheridan Clinic	31,370		29,270		31,600		35,369		33,318		37,769	2,400
Dental Clinic	4,789		4,859		5,671		5,498		5,801		7,461	1,963
Watership Clinic	12,103		12,595		13,624		13,802		15,161		17,156	3,354

Department Statistics - Continued

2025 Budget												
Department Statistics												
	2021		2022		2023		2024			2025		Change
	Actual		Actual		Actual		Annualized		Budget		Budget	2024 annualized to 2025 budget
Townsend Clinic	6,411		6,109		6,217		6,482		6,318		6,620	138
Total Primary Care RHC Visits	72,284		73,573		80,134		84,786		85,999		94,813	10,027
Infusion Center	9,090		9,857		9,053		9,126		10,686		10,686	1,560
Oncology	6,242		6,346		5,826		4,505		8,028		6,300	1,795
Radiation Oncology	-		-		-		-		-		640	640
Total Oncology / Infusion	15,332		16,203		14,879		13,631		18,714		17,626	3,995
Wound Clinic	2,949		2,308		1,496		1,617		2,208		2,208	591
General Surgery Clinic	3,642		3,172		3,397		4,142		4,038		4,245	104
Urology Clinic	2,035		1,920		2,180		2,520		2,495		2,500	(20)
Sleep Clinic	1,313		1,969		1,961		2,528		2,323		2,441	(86)
Orthopedic Clinic	8,361		9,089		6,886		7,814		7,451		8,215	402
Obstetrics and Gynecology	3,318		3,028		3,800		4,173		3,911		4,371	198
Hand-Plastics	-		-		2,577		2,000		2,669		2,669	670
Neurology Clinic	-		-		-		192		96		1,600	1,408
Rheumatology Clinic	-		-		-		77		48		150	74
ENT Clinic	-		-		-		-		-		500	500
Pulmonology Clinic	-		-		-		-		-		500	500
Cardiology Clinic	5,554		5,942		5,455		5,837		7,416		6,072	236
Dermatology Clinic	6,926		-		-		8,687		8,939		9,500	813
Total Specialty Clinic Visits	64,762		59,834		57,510		66,845		79,022		80,224	13,380
Sleep Studies	500		627		652		638		684		684	46
Home Health -Visits	8,179		7,757		-		11,102		10,284		11,273	171
Hospice - Census / Days	17,858		9,981		12,671		11,523		13,872		12,671	1,148

FTE by Service Category


2025 Budget									
FTE's									
	2021		2022		2023		2024		2025
	Actual		Actual		Actual		Annualized	Budget	Budget
									Change 2024 annualized to 2025 budget
Acute	62.31		48.30		45.29		53.82	56.38	7.08
Surgery	33.98		22.95		25.40		32.68	30.23	4.80
Lab	25.94		25.78		26.52		27.42	25.90	1.02
Imaging	29.23		23.51		26.47		33.28	33.03	4.00
Pharmacy	15.35		14.33		13.52		15.14	16.29	3.00
Therapy	47.01		44.08		46.03		46.99	51.95	5.25
Emergency	28.22		26.37		26.36		28.91	25.60	0.17
Express	0.53		2.59		4.46		4.61	4.18	0.07
Oncology/Infusion	22.37		22.72		22.17		22.86	23.61	7.97
Primary Care	74.85		66.98		72.95		74.58	56.48	7.54
Specialty Clinic	47.82		46.85		48.36		48.41	56.78	0.03
Home Health Hospice	36.30		34.88		35.80		40.19	43.78	7.09
Retail Pharmacy	3.02		1.78		3.93		4.96	6.77	0.84
Support	183.22		218.68		226.35		246.24	262.18	47.36
Other	0.59		2.49		1.27		0.24	-	(0.24)
Total Non-Provider FTE's	610.75		602.31		624.86		680.32	693.17	95.98
Acute	6.48		6.40		7.34		7.36	6.63	(0.05)
Surgery	4.10		5.48		5.32		5.50	5.50	1.21
Imaging	-		-		-		0.28	0.50	0.22
Therapy	0.07		0.06		0.04		0.04	0.04	0.01
Emergency	4.69		6.07		7.29		8.15	6.70	(0.76)
Express	4.50		3.54		4.95		4.63	4.58	0.29
Oncology/Infusion	2.57		4.05		3.39		2.12	5.60	0.13
Primary Care	27.81		30.53		28.02		28.12	29.39	4.52
Specialty Clinic	19.51		18.07		20.60		23.02	23.28	2.27
Home Health Hospice	0.91		0.07		0.38		1.63	2.00	1.00
Support	1.11		2.46		2.49		2.15	1.53	(0.10)
Total Provider FTE's	71.75		76.73		79.82		83.00	85.74	8.74

Jefferson Healthcare

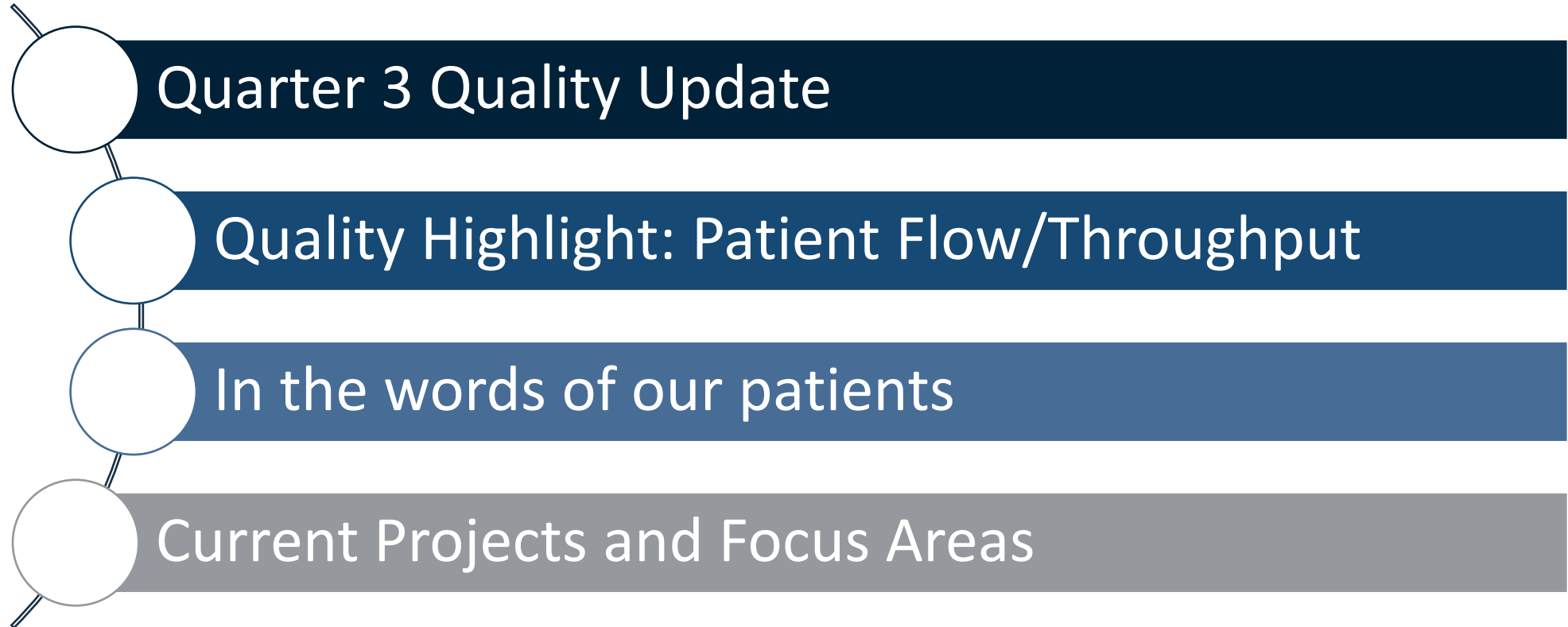
Patient Safety and Quality Report

Presented to the Board of Commissioners

October 23, 2024



Agenda



Strategic Goal # 1:

Deliver the highest quality care.

Strategies	Initiatives
Cultivate a deep-rooted culture of safety.	<ol style="list-style-type: none">1.Connect every employee to their role in patient safety and quality2.Develop a system of shared accountability by being accountable for systems and for responding to behavioral choices in a fair and just manner3.Identify and mitigate the root causes for safety events and near misses
Deliver care that is guided by the best evidence	<ol style="list-style-type: none">1.Promote active engagement of the medical staff in clinical quality monitoring and improvement2.Ensure that the highest standards of practice are met.3.Promote wellness and manage chronic disease4.Seek and maintain meaningful accreditation5.Enhance the use of technology, data and analytics to improve quality and safety
Eliminate health disparities	<ol style="list-style-type: none">1.Implement a comprehensive equity program2.Embed equity index into quality reporting3.Actively work to eliminate health disparities



Quality Highlight: Patient Flow

CMS Star Ratings

A look at our performance last year.

Percentage of patients who left the emergency department before being seen

↓ Lower percentages are better

2%
of 13000 patients
National average: 3% [25,26](#)
Washington average: 5% [25,26](#)

Average (median) time patients spent in the emergency department before leaving from the visit

↓ A lower number of minutes is better

147 minutes
Other Low volume hospitals:
Nation: 124 minutes [25,26](#)
Washington: 135 minutes [25,26](#)
Number of included patients: 317

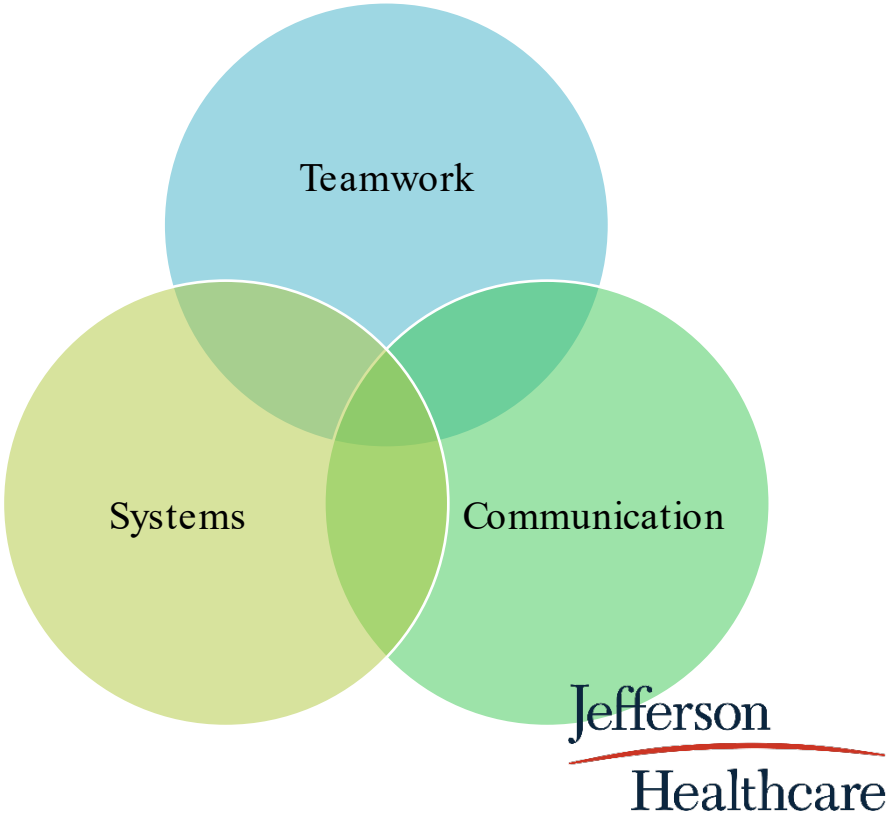
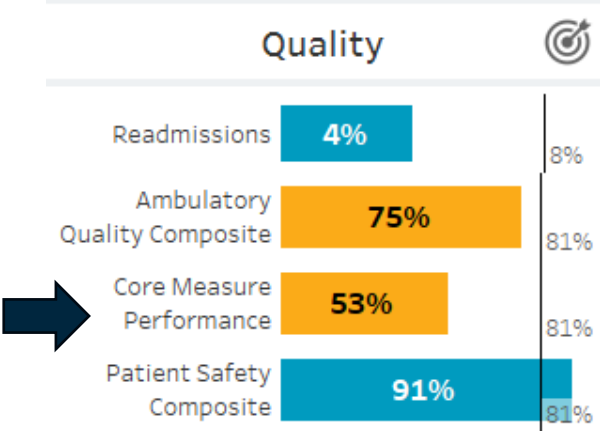
Data are reported using the median only. However, the median is referred to as the “average” here for ease of understanding.

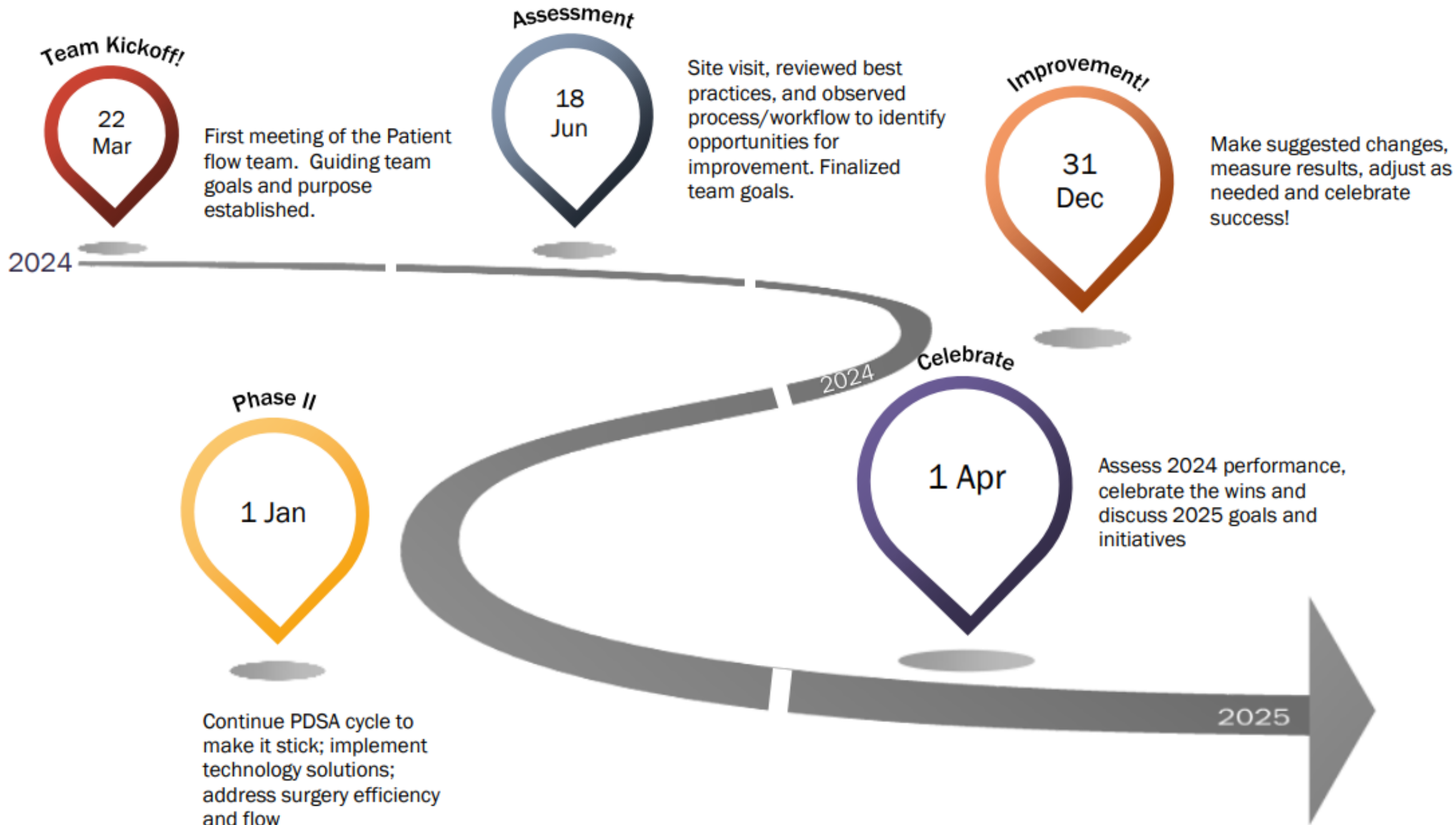


ED Throughput Measures (Average Times)

Measure	Target	Current (Q3)	YTD
Arrival to Triage	< 10 minutes	10.7	9.7
Room to Doc	<10 minutes	10	9.3
Arrival to Departure (overall)	120 minutes	156.3	151.8
Arrival to Discharge	100 minutes	145	141.3
Arrival to Admission	180 minutes	333.7	323.8
Provider to Disposition	100 minutes	111	110.5
Left without being seen (LWBS)	<1.0%	1.13%	1.0%

*Our community trusts us to care for them.
Delivering excellent, personalized care right
here at home drives everything we do.*





Ensure the right care, in the
right place, at the right time.

Shape or reduce demand

Decrease demand for beds
by decreasing readmissions

Decrease ED Bounce-back
visits

Match capacity and demand

Adjust based on capacity
and demand predictions

Use of Epic for EVS

Optimize data for analysis

Utilize patient flow
dashboards (and d/c
efficiency)

Redesign the system

Improve efficiency in the ED

Engage ED physician in
patient flow optimization

Explore dx specific protocols
and Nurse initiated orders

Leverage the role of the ADT
RN

Communicate the 'why' –
shared sense of urgency

Additional Considerations r/t
demand:

- End of life care
- Surgical Scheduling
- Reduce preventable harm

ED Throughput Measures Compared to this time last year...

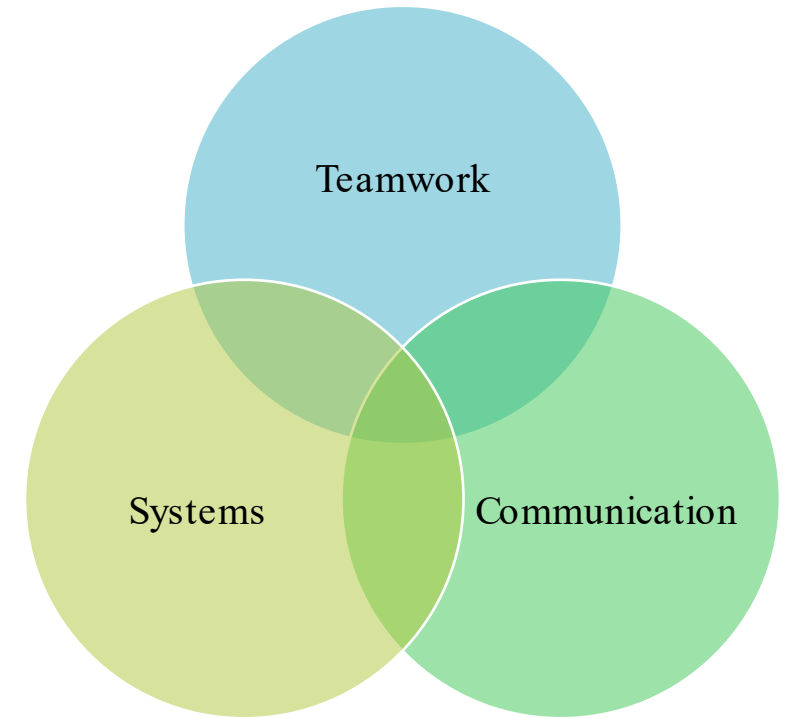
Arrival to triage
start time
40.92% decrease

Arrival to Room
43.8% decrease

Arrival to
departure
10.29% decrease

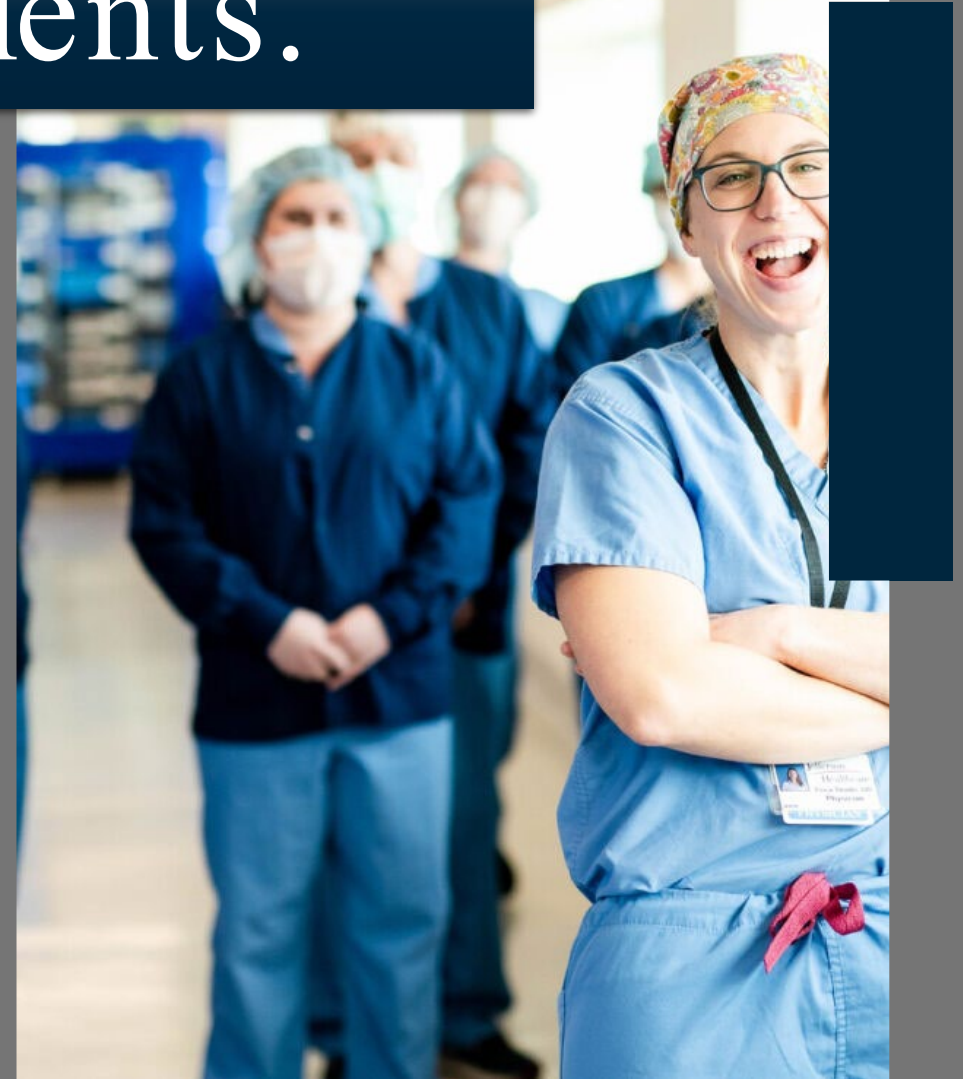
Admit decision
to admit time
34.54% decrease

Arrival to Admit
14.87% decrease



*Our community trusts us to care for them.
Delivering excellent, personalized care right
here at home drives everything we do.*

In the words of our patients.



In the words of our patients... Ambulatory Care.

2024 Year-to-Date, as of October 23, 2024

CONGRATULATIONS TO OUR TOP QUARTILE PERFORMERS!

- JH Dental Clinic
- JH Diabetic Education
- JH Urology
- JH Wound Care
- JH Cardiology Clinic
- JH Obstetrics and Gynecology Clinic
- JH South County Medical Clinic
- JH Respiratory Therapy
- JH Pulmonary Rehab

***Top DECILE performers in GREEN listed above!**

- I was seen very soon after checking in. I believe the staff was competent and accommodating. The walk-in entrance is a little confusing from the parking lot. Better signs would be nice.
- My whole experience with Radiology and Imaging was excellent. Efficient, professional and at the same time caring. Thank you to all the care team.
- They are a great staff! They were right on top of addressing my needs and did it with knowledge, good sense, friendliness and compassion. Perfect.
- The x-ray tech was efficient and careful to make sure I felt comfortable while posing me for the x-ray. I was treated with courtesy and kindness
- All staff in this office were exceptional including the customer service team member, the RN, and the provider. So grateful for the whole team for an excellent patient experience.

Patient Safety & Quality Projects and Focus Areas

Quality and Safety

- Fall Prevention Team and NEW Ambulatory Team
- Patient Flow Committee
- OB Risk Assessment
- Infection Control: Construction, c. Auris, EH Vaccines
- TeamSTEPPS Classes

Accreditation

- DOH Survey – POC accepted
- DNV 60 Day Objective Evidence Accepted
- CoC Accreditation Survey - Completed July
- CIP Survey – Complete – CAP submitted

Service

- Jefferson University – collaboration with HR and CNO
- Department specific feedback and service projects
- Embedded service performance into quality reporting
- Service Recovery Policy and Training

Emergency Management

- Decontamination Drill - August
- Great Shakeout Drill Planning – October
- Emergency Code Standardization (WSHA)



What Questions do you Have?



Jefferson Healthcare

September 2024 Finance Report

October 23, 2024

Tyler Freeman, CFO

September 2024

Operating Statistics

STATISTIC DESCRIPTION

	SEPTEMBER 2024						SEPTEMBER 2023			
	MO ACTUAL	MO BUDGET	% VARIANCE	YTD ACTUAL	YTD BUDGET	% VARIANCE	MO ACTUAL	% VARIANCE	YTD ACTUAL	% VARIANCE
FTEs - TOTAL (AVG)	679	696	2%	680	696	2%	634	-7%	613	-11%
ADJUSTED PATIENT DAYS	4,652	3,305	41%	38,044	30,186	26%	2,957	57%	28,892	32%
ICU PATIENT DAYS (IP + OBSERVATION, MIDNIGHT CENSUS)	36	85	-58%	488	777	-37%	77	-53%	752	-35%
ACU PATIENT DAYS (IP + OBSERVATION, MIDNIGHT CENSUS)	359	285	26%	3,222	2,607	24%	335	7%	2,696	16%
PATIENT DAYS (ACU, ICU, SWING), INCLUDES OBSERVATION	398	395	1%	3,808	3,609	6%	429	-7%	3,515	8%
SURGERY CASES (IN OR)	117	130	-10%	1,214	1,185	2%	131	-11%	1,151	5%
SPECIAL PROCEDURE CASES	109	85	28%	964	774	25%	78	40%	764	21%
LAB BILLABLE TESTS	23,403	21,168	11%	207,769	193,330	7%	21,774	7%	190,888	8%
TOTAL DIAGNOSTIC IMAGING TESTS	3,838	3,407	13%	33,897	31,110	9%	3,463	11%	33,433	1%
PHARMACY MEDS DISPENSED	21,148	22,657	-7%	197,666	206,930	-4%	23,362	-9%	192,770	2%
RESPIRATORY THERAPY PROCEDURES	2,143	2,832	-24%	22,859	25,862	-12%	3,203	-33%	25,405	-11%
REHAB/PT/OT/ST	8,001	8,512	-6%	77,033	77,743	-1%	7,409	8%	74,208	4%
ER CENSUS	1,296	1,200	8%	11,449	10,962	4%	1,036	25%	10,669	7%
DENTAL CLINIC	390	476	-18%	4,055	4,344	-7%	437	-11%	4,276	-5%
TOTAL RURAL HEALTH CLINIC VISITS	6,931	7,049	-2%	63,455	64,381	-1%	6,646	4%	61,868	3%
TOTAL SPECIALTY CLINIC VISITS	3,404	4,069	-16%	32,797	37,157	-12%	3,372	1%	33,968	-4%

September 2024

Income Statement Summary

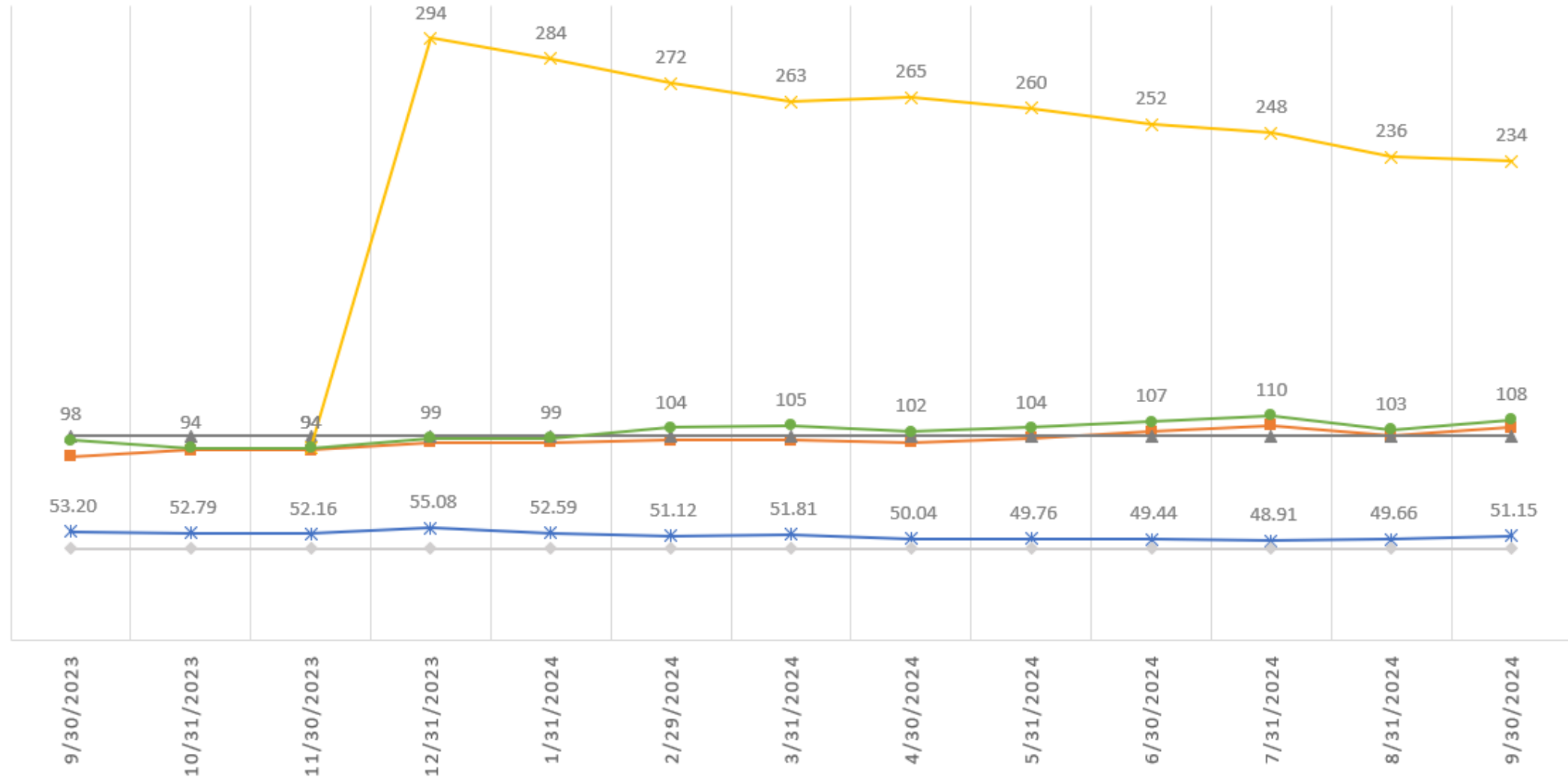


	September 2024 Actual	September 2024 Budget	Variance Favorable/ (Unfavorable)	%	September 2024 YTD	September 2024 Budget YTD	Variance Favorable/ (Unfavorable)	%	September 2023 YTD
Operating Revenue									
Gross Patient Service Revenue	32,927,689	31,911,319	1,016,370	3%	306,954,268	291,456,712	15,497,555	5%	269,391,271
Revenue Adjustments	18,228,130	17,212,392	(1,015,738)	-6%	169,867,970	157,206,515	(12,661,455)	-8%	146,076,652
Charity Care Adjustments	392,932	281,228	(111,704)	-40%	3,613,150	2,568,548	(1,044,601)	-41%	2,380,027
Net Patient Service Revenue	14,306,627	14,417,699	(111,072)	-1%	133,473,148	131,681,650	1,791,499	1%	120,934,592
Other Revenue	710,093	903,967	(193,874)	-21%	5,691,593	8,256,235	(2,564,643)	-31%	5,841,999
Total Operating Revenue	15,016,720	15,321,666	(304,946)	-2%	139,164,741	139,937,885	(773,144)	-1%	126,776,591
Operating Expenses									
Salaries And Wages	7,057,284	7,340,850	283,566	4%	65,729,312	67,046,425	1,317,113	2%	57,681,131
Employee Benefits	1,535,365	1,691,310	155,946	9%	14,374,526	15,447,303	1,072,777	7%	13,294,012
Other Expenses	5,758,803	5,742,360	(16,444)	0%	55,505,533	52,446,507	(3,059,026)	-6%	52,818,568
Total Operating Expenses	14,351,451	14,774,520	423,068	3%	135,609,371	134,940,234	(669,136)	0%	123,793,711
Operating Income (Loss)	665,269	547,147	118,122	22%	3,555,371	4,997,651	(1,442,280)	-29%	2,982,880
Total Non Operating Revenues (Expenses)	107,637	538,413	(430,776)	-80%	3,144,794	4,917,503	(1,772,709)	-36%	1,192,771
Change in Net Position (Loss)	772,906	1,085,559	(312,654)	-29%	6,700,164	9,915,154	(3,214,989)	-32%	4,175,651
Operating Margin	4.4%	3.6%	0.9%	24.1%	2.6%	3.6%	-1.02%	-28.5%	2.4%
Total margin	5.1%	7.1%	-1.9%	-27.4%	4.8%	7.1%	-2.27%	-32.0%	3.3%
Salaries & Benefits as a % of net pt svc rev	-60.1%	-62.6%	2.6%	4.1%	-60.0%	-62.6%	2.63%	4.2%	-58.7%

September 2024

Cash and Accounts Receivable

* DAYS OUTSTANDING IN A/R ◆ DAYS AR GOAL - 45 ■ DAYS OF CASH ▲ DAYS CASH GOAL - 90 ✕ DAYS CASH W/ PROJECT FUNDS ● DAYS CASH W/ 3RD PARTY



October 2024

Preview — (*as of 0:00 10/22/24)

- **\$ 36,336,935 in Projected HB charges**
 - Average: \$1,146,459/day (HB only)
 - Budget: \$1,059,286/day
 - 111.6% of Budget
- **\$15,681,430 in HB cash collections**
 - Average: \$483,337/day (HB only)
 - Goal: \$478,596/day
- **46.6 Days in A/R**
- **Questions**

Administrative Report

October 23, 2024

Mike Glenn

Value Based Purchasing

A Monthly Review

October 2024

JAC Administrative Updates

- Will be reviewing the distribution model if shared savings are actualized at the November 2024 JAC meeting.
- Albert and team are working on education as a key focus for 2025.
 - HCCs, quality metrics, etc

Advocacy

October 2024

Advocacy | State

Sustain and support rural healthcare.

Promote policies that make certain insurers are partners and not barriers to facilitating care for patients.

Support acute care hospitals in taking care of acute care health needs in their communities.

- *Senate Health Care Committee: Virtual Rural Tour* went incredibly well.
 - [Dental](#) was a highlight
- Meeting with Representative Macri, LD 43.
 - Jefferson Healthcare is speaking to the importance of rural L&D and communicating the need for ongoing support for health care in WA State.
- Representative Macri and Senator Emily Randall (LD 26) will be on the policy panel at the Rural Reproductive Health Convening.
- Meeting with Nick Brown, candidate for Attorney General.
- Meeting with Senator Patty Kuderer, candidate for OIC.
- Mergers and Acquisitions workgroup.
- Payer business practices workgroup.
- Housing and Health Proviso workgroups.

Advocacy | Federal

Modernizing CAH reimbursement.

Address headwinds created by the Medicare Advantage program.

Support rural obstetrical access.

Work on legislation to address workforce shortages

Identify solutions for ITA impact on bed caps.

- Lots of work engagement regarding the Baxter IV Fluid Shortage.
 - Legislators (Murray and Kilmer especially) are incredibly involved and leaning into this work.
- HRSA Appropriation – received our notice of award.
 - Will be requesting language in the health care end of year omnibus around committee reporting to the legislature.
- Strategic planning around a FY 2026 appropriation request.

Updates, Events, and Symposium Planning

Updates and Events

- Review updated org chart
- Jefferson Healthcare Board Retreat: October 28
- Annual Jefferson Healthcare Medical Staff Symposium: November 16 – 17
- Reproductive Access in Rural Communities Convening: October 29
- IV Fluid Shortage Update
- UGN Giving campaign will kick off soon

Questions